



ITALY

Mediobanca faces confidence crisis

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Austria	Sierra Leone	Peru	Palau	U.S. Virgin Islands
Bahrain	Uganda	Philippines	Philippines	Philippines
Belgium	Ukraine	Poland	Poland	Poland
Denmark	U.S. Virgin Islands	Portugal	Portugal	Portugal
Finland	Yemen	Yugoslavia	Yugoslavia	Yugoslavia
France	Zambia	Yemen	Yemen	Yemen
Germany	Zimbabwe	Yugoslavia	Yugoslavia	Yugoslavia
Greece	Zimbabwe	Yugoslavia	Yugoslavia	Yugoslavia
Iceland	Zimbabwe	Yugoslavia	Yugoslavia	Yugoslavia
India	Zimbabwe	Yugoslavia	Yugoslavia	Yugoslavia

FINANCIAL TIMES

Newspaper of the Year

Monday March 9 1992

World News Azerbaijan Court 'victory'

Major stakes election hopes on tax-cutting Budget

SATURDAY MARCH 7 1992

PARENTS' GUIDE TO INDEPENDENT SECONDARY SCHOOLS

The FT SCHOOLS 500

Public schools that made the grades

Gillian de Bono explains how this special FT survey assessed the sixth form performance of almost 500 fee-paying schools in Britain

"ARE WE not setting the agenda for parental choice on far too narrow a front?" Joan Townsend, of Oxford High, is not the only head teacher to express reservations about school league tables. Yet the Headmasters' Conference compiles its own table of examination results — although this is not made available to parents of prospective pupils.

Tony Evans, head of Portsmouth Grammar (rated sixth in this FT 500-schools survey) revealed the ambivalence of head teachers in his summer term report to parents: "The A level results were very satisfactory, the overall pass rate being 88 per cent, 88 per cent achieved at grades A and B. This placed the school eighth in the Headmasters' Conference. However, I would wish to repeat my comments at privatising that education is broader and more humane in its purpose than the acquisition of the top two A level grades alone."

Independent schools clearly recognise the competitive value of a good academic record, and most include detailed examination results in their prospectuses. The problem for parents is that the information is often presented in an inconsistent form, making meaningful comparison difficult.

Our tables on Pages 7 to 11 address this problem by giving comparative data on nearly 500 independent secondary schools in England, Wales and Scotland. It is the biggest and most comprehensive survey of its kind, and although not every school in the UK is included, we have taken pains to include all which replied and which teach A Levels (or Higher in Scotland).

Previous surveys have ranked schools only on the performance of their best pupils — schools were compared on the percentage of A and B grades attained at A Level.

Our survey is the first to assess the results of all A level candidates in the second year sixth form using the points system used by the Universities Central Council on Admissions

(UCCA). This quantifies performance of all grades on the following scale: grade E, two points; grade D, four points; grade C, six points; grade B, eight points; and grade A, ten points. We have added all the points obtained to produce a combined UCCA points score for each school.

Dividing a school's total UCCA points by the number of subjects entered gives a measure of the success rate.

For example if every pupil

achieved an A grade in every subject, the average UCCA score per entry would be 10.

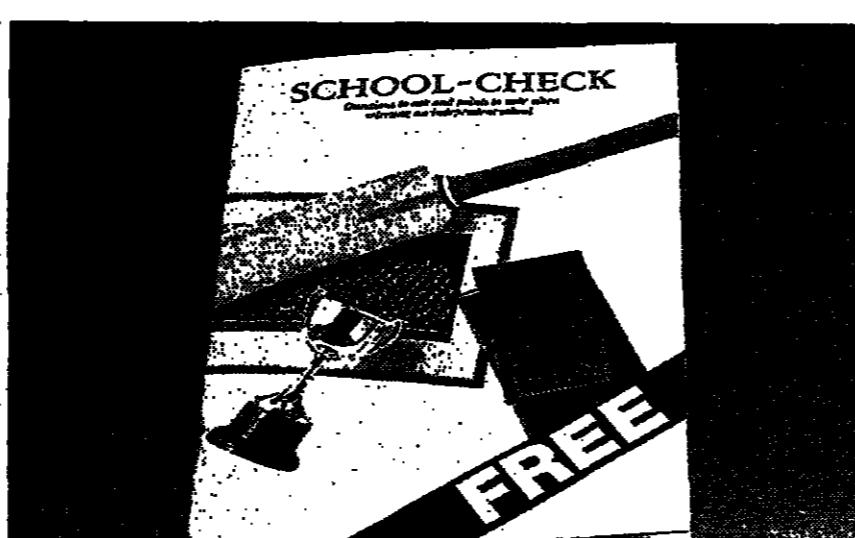
If the average grade were a B, the score would be 8 and so on.

It would not, however, be fair to use this score per entry as the basis for ranking all schools. This is because schools entering only their best pupils for a narrow range of subjects would have an unfair advantage over schools with a broader entry policy. On this measure, the Yehudi Menuhin School came out second, beating Eton and Winchester.

Previous attempts by newspapers to rank schools according to their A and B grades are open to the same objection.

An alternative measure of success is the average UCCA points score per pupil. This, after all, is what most universities look at when assessing candidates for entry. However this measure unfairly discriminates against schools which limit the number of A level subjects to three and use the extra time for optional subjects, which are not examined. Schools which routinely enter pupils for four A levels could achieve a maximum of 40 points per pupil compared with only 30 for those entering an average three subjects.

We have combined scores for performance per pupil



■ Turn to Page 2

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THE MONDAY INTERVIEW

Richard Ryder, government chief whip, is one of the most powerful figures in the British Conservative party. Cuttely conscious he is, and intends to remain, among the least well known. Page 30

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■ TUESDAY MARCH 17: Information Technology in Europe: A resilient response to the recession.

■ THURSDAY MARCH 19: Financial Futures and Options: An increasingly competitive arena.

Software at Work: Our user guide to the latest packages.

of any Budget. I commend it to the House.

the Royal Bank's Treasury Economist, Marian Bell — Reading

Marian Bell on Reuters RBSA-B — Reading

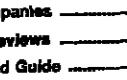
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INTERNATIONAL NEWS

Long-haul campaign will portray Ankara as EC's invaluable partner

Turkey switches tactics in bid to join Community

By David Burchan, recently in Istanbul

TURKEY has switched tactics in its bid to join the EC, away from demanding early admission and towards a long-haul campaign portraying itself as the new regional power in central Asia and therefore as Europe's invaluable partner.

Interviews with leaders of the new government this week end confirmed its sights are still set on joining the EC, but that they have more immediate regional hopes and fears to pre-occupy them. Paradoxically, banging less loudly on Brussels' door and devoting itself more to its regional concerns may improve Turkey's still-long-shot chances of gaining admission to the EC club.

Over time, the EC may be less inclined to look down on a Turkey increasingly looked up to by the Caucasian and central Asian republics as their model for achieving democratic capitalism. For all Turkish politicians, except those of the fundamentalist Welfare party, EC membership seems the main goal. Even the most distant prospect of membership has been a spur to improving the country's human rights

and economic performance, the issues on which prime minister Süleyman Demirel won power last year.

But though Turkey led, in 1987, the latest wave of EC applications, it keeps being sent to the back of the queue. Some Turkish politicians take this badly, notably President Turgut Ozal, who master-minded the 1987 application. He sees EC criticism of Turkey's human rights records as "a made-up reason why Turkey should not join the EC. The real reason is that we are Moslems".

Mr Demirel professes to be more relaxed. He dismisses Mr Ozal's anti-Muslim theory. "We want to live and breathe in Europe. This is modern Turkey's choice and we don't care how long it takes". Mr Ozal wants to plunge into the only possible arrangement on offer from Brussels for the foreseeable future: a customs union in 1996. Only Turkish textile makers, the EC's largest supplier and frequent target of its dumping inquiries, would welcome such free trade. Most Turkish industrialists quiver

at the thought of the cold blast free EC competition would send through their protected sectors.

They want some off-setting aid from Brussels, like the EC's EcuSum (\$750m) protocol long blocked by Greece. But speaking to Brussels-based journalists, Mr Ozal said on Friday: "Let's have the customs union even without the financial aid." But the next day, Mr Demirel gave another indication he intends to use the operational powers he has as prime minister to play a cooler game towards the EC. "At the



Demirel: relaxed

moment, I think the customs union would be beneficial for Turkey, but there are four more years to go."

Few leading Turks think the ex-Soviet republics in the Caucasus and central Asia offer any economic or political alter-

native to the EC. Mr Ozal and Mr Demirel acknowledge the regional leadership role thrust on their country, but caution that Turkey, especially without western aid, can only make a modest impact. But Ankara ministries and Istanbul boardrooms are abuzz with plans for government aid, private ventures, and university scholarships for their Turkic cousins in the Commonwealth of Independent States (CIS).

This wider, eastern strategy of Turkey's is put at risk by the fighting in Nagorno-Karabakh, and the likelihood of Turkey siding with fellow-Muslim Azeris in the conflict. For this reason, Mr Demirel was at pains to dismiss sabre-rattling talk from President Ozal.

Six months ago Brussels is picking up Ankara's idea where the EC could lend central Asian CIS republics money to buy goods from Turkey. The Commission now wants to have diplomatic and economic ties with Asian, as well as European, members of the CIS.

If this happens, and if Greece continues to prevent EcuSum

going to Turkey, the latter will be, as one EC Commission official noted, "the only country between the Straits of Gibraltar and the Sea of Japan not to get EC aid".

But while Turkey may now have more geo-political worth to the EC, it still gets little EC esteem from its human rights record. The Demirel government may now be treating its Kurds better than the previous Motherland Party government did, and certainly better than Iraq and Iran treat their Kurds. But the question of any formal autonomy, of the kind that might separate most Kurds from the militants of the separatist Kurdish Workers Party (PKK), is still taboo.

Turkey's problem with the EC is it is chasing a moving target, a Community which keeps setting itself high sights in terms of political and monetary union and which, as it enlarges to take in Scandinavians, will become more, not less, sensitive about human rights. But, says Mr Demirel, "we do not assume we will never reach the standards of Europe".

India may face snap poll if Rao loses vote today

By David Housego in New Delhi

INDIA'S political parties were yesterday facing the possibility of a snap general election if Prime Minister Narasimha Rao's government is defeated in a key parliamentary vote today.

Most observers believe an early election remains unlikely. But hurried meetings yesterday of the Congress party and the opposition groupings reflect the nervousness of politicians that the country could tumble into an early election.

Mr Rao's government is not sure of obtaining an absolute majority in the parliament today to defeat an Opposition motion condemning the administration's handling of inflation and unemployment.

The initial intention of the Opposition Hindu Bharatiya Janata Party (BJP) and the left parties had been simply to embarrass and humiliate the government through defeating it on an amendment. But at the end of last week, the prime minister responded with brinkmanship of his own by declaring that he would regard any defeat as bringing about the resignation of his government.

Mr Rao took such an extreme step in part to ensure he gets full party support in today's vote. But his move also reflects a cold calculation by the Congress party that it might substantially improve its parliamentary position in an early poll.

The political crisis comes at a moment when the country's stock markets are due to open today after being closed since Wednesday in a bid to curb speculative fever.

In an unprecedented move, the presidents of the main stock markets called on investors to be cautious when the markets open.



Rao: Brinkmanship

Kashmir.

The BJP, however, responded to the prime minister's brinkmanship yesterday with a display of cold nerves itself. The party's spokesman said that "nothing can be ruled out in Monday's showdown". But he added that if the government fell, it would be the responsibility of the Congress party.

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Ivory Coast clamps down on opposition

By Julian Ozanne in Abidjan, Ivory Coast

MR Alasane Ouattara, prime minister of the Ivory Coast, has promised stiff measures against the political opposition, students and "law breakers" whose activities, he said, threatened one of the most far-reaching structural adjustment programmes under way in Africa.

In an interview with the Financial Times, Mr Ouattara said: "Last year we went through a tough period cleansing the economy, making it healthier. Now it is time to cleanse the political environment."

Since January the wave of anti-government demonstrations organised by students and the main opposition party, the Ivorian Popular Front (FPI), have erupted into violent rioting and destruction of property and cars on the streets of Abidjan.

Last Friday the court gave jail sentences to 12 people for involvement in the most recent incident. Among those sentenced was Mr Laurent Gbagbo, leader of the FPI and a member of the National Assembly.

Mr Ouattara said his government's privatisation programme would be speeded up over the next 12 months with eight companies including the telecommunication giant sold off to private investors. He ruled out devaluation of the West African franc zone.

Mitsotakis tries to calm shooting row

By Kerin Hope in Athens

Reacting to the controversial court decision Mr Ouattara said: "They will have to know there are laws and if they break them they must be punished. We need a responsible opposition."

The prime minister said his 18-month-old "technocratic" government had moved swiftly to resuscitate the ailing economy, hit by falling prices, negative economic growth and external debts of \$14bn.

Last year the government from a four-year deficit into a surplus of CFA15bn (\$55m) on the budget balance before debt service payment. Radical measures to restructure an estimated CFA100bn of domestic debt, including CFA450bn of arrears owed to the banking sector, are also under way.

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Dehaene government sworn in

By David Burchan in Brussels

MR Jean-Luc Dehaene has been sworn in to succeed Mr Wilfried Martens, western Europe's longest-serving leader, at the head of Belgium's centre-left government.

After he and 15 other members of a slimmed-down cabinet were sworn in office by King Baudouin at the weekend, Mr Dehaene, 51, said he had tried, but failed, to find a ministerial post for his fellow-Flemish Christian Democrat and long-time mentor, Mr Martens.

Mr Dehaene said he was sorry about the shooting and hoped this "small problem will not affect Greek-Turkish relations in a more permanent way."

A Greek merchant marine minister announcement issued earlier did not mention the captain's death, saying only that the shots were exchanged as the Turkish vessel was being chased out of Greek territorial waters.

It was the first death recorded in this kind of incident, which occurs fairly regularly in the narrow straits between the eastern Greek islands and Turkey.

Greek-Turkish tension was already high after the collapse last week of the latest round of United Nations-sponsored talks on the reuniting of Cyprus.

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US concern over Argentine missile link to Baghdad

By Jimmy Burns and Alan Friedman

THE US is finding it difficult to obtain from Argentina key information about its Condor missile project, raising concern about the extent of transfers made to a sister-project in Baghdad that was part of Iraq's nuclear-capable missile development programme.

In a widely-publicised move last month, the Argentine government handed over control of the project to the National Commission on Space Affairs, which reports directly to President Carlos Menem.

At the same time, the Argentine government made a public commitment that "all projects with warlike purposes or goals to obtain armaments of mass destruction" had been "totally discontinued."

While Argentina's commitment to non-proliferation does not appear now in doubt, Western observers believe that the more crucial issue of the Condor's wider use to Iraq remains unresolved. The US is understood to have been seeking detailed information about solid-fuel motors and guidance technology developed at the

Condor's production plant in Falsa del Carmen, near Cordoba and which are thought to have been shipped to Iraq.

The Falsa del Carmen site included a parabolic antenna for the transmission of point-to-point microwave signals that the US believes carried data between Argentina and Iraqi procurement agents working in a network of front companies in Austria and Switzerland.

Washington's request for details about Argentina's plans for the Condor project has been conveyed to Buenos Aires in a series of communications from officials in the state department and from others in the Bush administration.

Officials in Washington say the Argentine air force has thus far provided only sketchy information about the project.

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INTERNATIONAL NEWS

Mandela and Botha intervene in referendum

By Patti Waldmeir in Johannesburg

BOTH African National Congress President Nelson Mandela and former President P.W. Botha made strong interventions yesterday in the run-up to next week's whites-only referendum, the former appealing for strong "yes" vote and the other saying approval would mean suicide for the Afrikaner people.

Neither, however, will have helped the cause of President F.W. de Klerk, who has staked his political future on achieving a landslide "yes" vote in the March 17 referendum.

Mr Mandela's plea, carried in the mass circulation Sunday Times newspaper, was aimed at white members of the ANC, who are very few in number.

But the right-wing Conservative Party can use his message of support as proof that he and Mr de Klerk are in alliance together, a charge which the Conservatives have exploited to frighten whites who oppose black rule.

At a weekend Conservative Party rally, one poster showed Mr de Klerk as a tiny figure begging at the knee of Mr Mandela, with the slogan "No to Mandela and his Klerk."

Mr Mandela yesterday promised a political system "in which all the country's inhabitants feel secure."

But he warned that a "no" vote would be read as a declaration of war by blacks, adding "if the hopes of the majority of

South Africans... are once more thwarted, the stress and upheavals of the past will be like a game of marbles."

Mr Botha's call for a "no" vote will also bolster the Conservative campaign. He told a weekend newspaper that a "yes" vote would lead to a government dominated by the ANC and its close ally, the South African Communist Party.

Ironically, it was Mr Botha who initiated the political reforms pursued so dramatically by Mr de Klerk. But the two have often quarrelled since Mr Botha resigned as President in August 1989.

The threat of a Communist take-over was also raised by right-wing parties at their weekend rally, with Mr Eugene Terre-blanche, the most powerful orator of the right, claiming that the referendum was a choice between "God and the communists."

However, the rally, organised by the Conservative Party, the neo-Nazi Afrikaner Weerstandsbeweging (Afrikaner Resistance Movement) and the Herstigte Nasionale Party (Reconstituted National Party) was clearly a disappointment to the organisers.

They had predicted tens of thousands would attend the rally, but only around 3,000 people turned up, some dressed in the khaki uniform of the Afrikaner Resistance Move-

ment.

US imposes fines for Libyan links

By Our Middle East Staff

THE US has fined six companies a total of \$550,000 (\$312,500) for violating sanctions against Libya imposed in 1986 for alleged Libyan terrorism in Europe.

The US Treasury Department's Office of Foreign Assets Control (OFAC), announcing the fines, said this was a "warning to companies throughout the world that they may not do business with Libya from or through the United States."

OFAC also said the measures underscored the US administration's "determination in dealing with the terrorist regime of Muammar Gadaffi."

Among companies named by OFAC were Fina Exploration Libya, a subsidiary of Petrofina; Security Pacific International Bank; Vitel S.A. Inc, a Houston company; Energoprojekt, based in Yugoslavia; Generale Bank in New York, and Joghobanka of Yugoslavia.

The latest OFAC listings coincide with steps at the

United Nations to impose limited sanctions against Libya over its refusal to hand over to the US or Britain two Libyans allegedly involved in the 1988 bombing of a Pan Am jet over Lockerbie, Scotland.

US companies have been banned from doing business with some 60 commercial enterprises and two dozen individuals regarded as Libyan or Libyan-controlled.

• Malta has not and will not offer to host a trial of Libyans suspected of blowing up a Pan Am airliner, an official government statement said yesterday, Reuter reports from Cairo.

The position of the government of Malta is that it has made no offer to host any trial. Nor has it any intention to make such an offer," said the government statement.

It was clarifying remarks by Maltese foreign minister Guido de Marco, who Malta would consider a Libyan proposal to allow the two suspects to be tried on the island "if the parties involved agreed".

Some private stores in Beijing's main shopping street have been fined, but fines are too small to be a deterrent.

Li's comments are the latest and most important sign yet of a shift that could double its price.

The Ministry of Textile Industry said the market was full of fakes and it could do nothing, but the Chinese Patent Agency, faced with mounting criticism abroad of China's abuse of registered trademarks, took action.

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THE



GREEN

I am proud of ICI's conservation record on Teesside. Our successful partnership there serves as a powerful example of what can be achieved by industry working together with conservationists and local communities.

Sir Denys Henderson
Chairman, ICI PLC

Companies of local and national importance on Teesside recognise their environmental responsibilities. They prove that industry and nature can co-exist.

Professor David Bellamy

The launch of the 2,500 acre nature reserve is a major step in the creation of a new environment on Teesside. As part of the urban regeneration of Teesside, it is change on a grand scale.

The Rt. Hon. Michael Heseltine, MP,
Secretary of State
for the Environment

Salmon have been absent from the Tees for over half a century and it is a measure of our faith in the recovery of the Tees that we are going to introduce over a million young salmon into the river during the next five years.

The Rt. Hon. Lord Crickhowell
Chairman,
National Rivers Authority

I am president of the RSNC, a Partnership of 47 Wildlife Trusts working throughout the UK to secure the future of the countryside and its wildlife. The Partnership is particularly concerned with reversing the fortunes of rivers and wetlands. They are in trouble and urgent action is needed. I welcome this new initiative to restore Teesmouth's wetlands to their former glory.

Sir David Attenborough
CVO, CBE, FRS, President, RSNC

SIDE OF TEESSIDE

Teesside has long been renowned for its industrial might. It is changing rapidly, becoming more diversified and more attractive. We are developing the largest man made nature reserve in the UK. Working with industry, bodies such as the Cleveland Wildlife Trust, and the community. Creating the new Joint University College with its emphasis on environmental courses and building

the Tees Barrage. Dramatic change is taking place for the benefit of people, industry and investment.

**For more details contact: Duncan Hall,
Chief Executive, Teesside Development
Corporation, Dunedin House, Riverside Quay,
Stockton-on-Tees, Cleveland TS17 6BJ.
Tel: (0642) 677123 Fax: (0642) 676123.**

**TEESSIDE
DEVELOPMENT
CORPORATION**

 **NRA**

 **R S N C**
The Wildlife Trusts
PARTNERSHIP
ROYAL SOCIETY FOR NATURE CONSERVATION

Cleveland Wildlife Trust 

 **ICI**

UK NEWS

Election '92: Labour discusses new constitution • Liberal Democrats seek political revival • Tories promise economic recovery

Constitutional reform backed by Opposition

By Alison Smith

THE NEED for a new constitutional relationship between the individual, the community and the government will be spelled out today by Mr Gordon Brown, the opposition Labour party's spokesman on trade and industry.

As proportional representation is again highlighted as a way Labour could attract support from Liberal Democrats, Mr Brown will make the case for a broader constitutional agenda, including freedom of information, devolution, moves towards a written constitution and the concept of economic rights.

In the first of a series of lectures organised by Charter 88, the constitutional reform movement, Mr Brown is expected to argue that constitutional change "is not incidental but integral to our future as a country. It is not a sideshow at the election but centre stage".

Yesterday, however, Labour played down the prospects of making a commitment to proportional representation for elections to Westminster.

Party officials said the man-

ifesto would not offer a royal commission on the subject, but would upgrade the importance of the Labour-backed electoral reform committee it chaired by Professor Raymond Plant.

Mr Robin Cook, the party's health spokesman and a supporter of electoral reform said yesterday: "The PLR committee's work will continue and, of course, it will be a much more powerful and influential body than because it will not be a sub-committee of an opposition, it will be a committee, a strengthened committee reporting to the government with power to act."

Shortly ahead of the Tories according to the most recent polls, Labour is confident that the Budget, which will dominate this week, will have little effect on voting.

The party believes that its "borrowing to bribe" campaign over the past few weeks has neutralised any tax cuts, while a package of measures intended to bring about recovery will, it argues, enable it to claim that it has won the argument.

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Ashdown urges votes to choose centre party

By Ralph Atkins in Glasgow

CHANGE in Britain's political system and economic revival were set at the centre of Liberal Democrat aspirations for the general election yesterday by Mr Paddy Ashdown, the party leader.

Rallying his party at a conference in Glasgow, Scotland, Mr Ashdown attacked accusations that a Liberal Democrat vote is a wasted vote. "Never before has the ground for political change been so well prepared," he said.

On the economy, he warned: "The Tories offer paralysis and Labour offer instability." He called for public investment, an independent central bank and hinted he would reverse any tax cuts in Tuesday's Budget.

He welcomed moves by Labour towards including moves towards proportional representation in its manifesto but the party had to "bite the bullet" and come out unequivocally in favour of reform.

He risked clouding his party's message, however, with a complex stance on Scottish "home rule". Mr Malcolm Bruce, Scottish spokesman, admitted the party was only "half way" towards persuading voters why Scotland would not have a guarantee of its rights under a devolved system until Britain has a fair and representative democracy.



Winning smile: Paddy Ashdown gets an ovation from colleagues Roy Jenkins, left, and Charles Kennedy, right

The passion among the party's 10 MPs in Scotland at the prospects of "home rule" is an emotion that could threaten the party's cohesion if Mr Ashdown sought to vote down a minority government offering devolution but not full-blown constitutional reform.

The 10 Scottish MPs do not need special concessions. In all but one of the constituencies,

the main challenger is the Conservative party, not Labour or the Scottish nationalists.

Yet Mr Ashdown knows the Liberal Democrats appeal has to be broader based if he is to make an impact in constituencies in the south west and south east of England where the Alliance parties were second to the Conservatives in 1987.

So the party's MPs have agreed changes in Scotland must be subordinate to Mr Ashdown's top priority - electoral reform at Westminster.

The party's "My Vote" slogan, splashed across a giant orange sun over the Glasgow conference platform, is aimed at encouraging voters to make every ballot paper count.

"Ours will be the vote which

UK recovery 'depends on' Tory victory

By Philip Stephens, Political Editor

MR JOHN Major has launched an intense campaign to persuade the voters that a fourth Conservative term is a prerequisite for the economy's emergence from recession.

As the prime minister trailed his manifesto at a weekend conference of party activists, he stressed that the promised economic recovery now depended on a Conservative victory on April 9. Among the ideas in the manifesto will be a strategy for a new drive to regenerate inner cities.

Since the start of the year Mr Major has been blaming the length of the recession on the world economic downturn. Senior colleagues said that approach had been judged a success. The aim now was to combine the voters' awareness of the worsening international outlook with a perception that the return in Britain was being held back also by political uncertainty.

Mr Major foreshadowed the new strategy by telling the party's weekend local government conference that a Conservative victory was "crucial" because "Britain is ready to come out of recession - and only a Conservative government can safely bring it out".

Government abandons pre-election plan for big bang sales of state rail network

Ministers favour piecemeal BR privatisation

By Richard Tomkins, Transport Correspondent

GOVERNMENT ministers have formally agreed to abandon plans to privatisate British Rail (BR) in one "big bang" within the lifetime of the next parliament.

Instead the Conservative Party election manifesto will pave the way for a creeping denationalisation of the state railway network which could stretch to the end of the decade or beyond.

The turnaround appears to have resulted from a recognition of the overwhelming practical difficulties facing any of the suggested options for breaking up BR and selling it outright.

It is likely to be seen as a victory for Sir Bob Reid, whose short career as BR's chairman had at one stage seemed destined to culminate in the break-up and abolition of the corporation within the next five years. It will also feed the belief among some railway industry observers that the privatisation plans have been undermined by a reluctance

among Department of Transport officials to see an erosion of their power base.

Under the new plan, privatisation - or denationalisation, as transport ministers are now calling it - will be a gradual process.

The first step will be to remove BR's statutory monopoly over the railways and open the tracks to anyone who wants to operate trains. This will mean setting up a regulatory authority to see that BR gives all operators equal access to its tracks and stations.

The next step will be to sell Railfreight, BR's freight division, to the private sector. This can be done quickly because the division has good profits potential and its trains do not carry voters.

Finally, the government will seek a slow and cautious transfer of BR's passenger services - but not its tracks - to the private sector.

Services, or groups of services, which deliver returns high enough to satisfy the private sector could be sold outright. Loss-making but socially necessary services could be franchised out to operators requiring the lowest subsidies.

Eventually, when all Britain's train services are being operated by the private sector, BR could be left as a residual body owning just the tracks.

The first step of investment needed, however, to bring some services to profitability means this stage is unlikely to be reached till well into the next decade.

A high priority for government ministers involved in deciding the new approach has been the need to allay fears among voters that a "big bang" privatisation could mean higher fares and cuts in services.

The Tory manifesto will emphasise that the plan will mean extra services,

not fewer ones, because new operators will operate trains alongside BR's. Loss-making but socially necessary services will continue to be subsidised.

Although the plans appear to differ markedly from those advocated by Mr Malcolm Rifkind, the transport secretary, last year, Mr Rifkind has thrown his weight behind them, letting it be known that he is "delighted" at the outcome.

The Department of Transport has become "bewitched by roads" to the virtual exclusion of all other modes of transport, according to an environmental pressure group.

Major changes are needed in the department's structure and operation, said the report, from the Council for the Protection of Rural England (CPRE). It said rail services did not receive enough attention from transport officials.

Background, Page 12

Downturn will 'offset' effects of 1p tax cut

By Peter Norman, Economics Correspondent

RISING unemployment and falling house prices are likely to offset any positive effects on consumer confidence of one penny cut in the basic rate of income tax in tomorrow's Budget, according to a leading private sector economic research company.

PA Cambridge Economic Consultants (Pace) says in its latest quarterly survey of consumer trends that conditions have not materialised for sustained consumption growth in Britain.

Fears of rising unemployment are likely to make consumers postpone spending decisions in spite of the widely expected cut in the 25 per cent basic rate of income tax. According to the survey of 1,000 consumers, 37 per cent do not believe the worst of do-

recession will be over until unemployment peaks, while 57 per cent believe it will take at least another six months for the recession to bottom out.

The company's overall consumer confidence index, which covers employment prospects, the financial situation of households and confidence in the government, rose slightly to 87.3 in March from 85.1 in December. But it was below the 93.8 and 92.2 levels of last September and March respectively.

At the same time, Pace's index of consumption activity, which measures current consumption of a wide range of goods, fell from 100.9 in December to 93.8 this month, its lowest level since the index was first compiled in March last year.

Nomura International chief condemns Budget secrecy

By Peter Marsh, Economics Staff

BRITAIN'S annual Budget should be scrapped and replaced with a more considered system of formulating fiscal policy, according to Sir Douglas Wass, the chairman of Nomura International, the European arm of the Japanese securities house.

Sir Douglas, a former permanent secretary at the Treasury, said the department's secrecy in preparing the Budget was unnecessary, and reduced the possibilities of a public debate about tax policy and the workings of the economy.

Although officially unpartisan, Sir Douglas' proposals come close to official thinking by the Labour opposition, which wants to improve on the Budget process by publishing an annual UK economic assess-

ment which would link government spending and income.

Sir Douglas said the Treasury should open up the process of making economic forecasts, possibly by handing this job to an independent body.

The forecasts are published twice a year, in the Budget and in the Treasury's Autumn Statement on public spending.

Critics of the current procedure say the closed way in which the Treasury considers the options for government revenue-raising impedes public debate, and can lead to costly and embarrassing mistakes - such as the poll tax.

Sir Douglas said the Budget speech, which the chancellor normally gives in March, should be replaced by two discussion documents to be pub-

lished in October and January. The first of these would be a draft Finance Bill which would deal with relatively non-controversial aspects of tax collection such as changes in tax law in specific sectors.

The second discussion document would be a broader planning exercise which would match up government spending commitments with likely revenues.

The former permanent secretary attacked the Treasury's general desire for secrecy, both about forecasting judgments and possible changes in economic policy.

He dismissed claims that releasing details of internal debate would unsettle financial markets as "greatly exaggerated".

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Opting out of the social protocol at Maastricht was necessary - but the government now must counter-attack. It must argue for a more competitive policy towards employment, rewards and penalties and one which opens up opportunities for employees to become shareholders in the company for which they work," says the paper.

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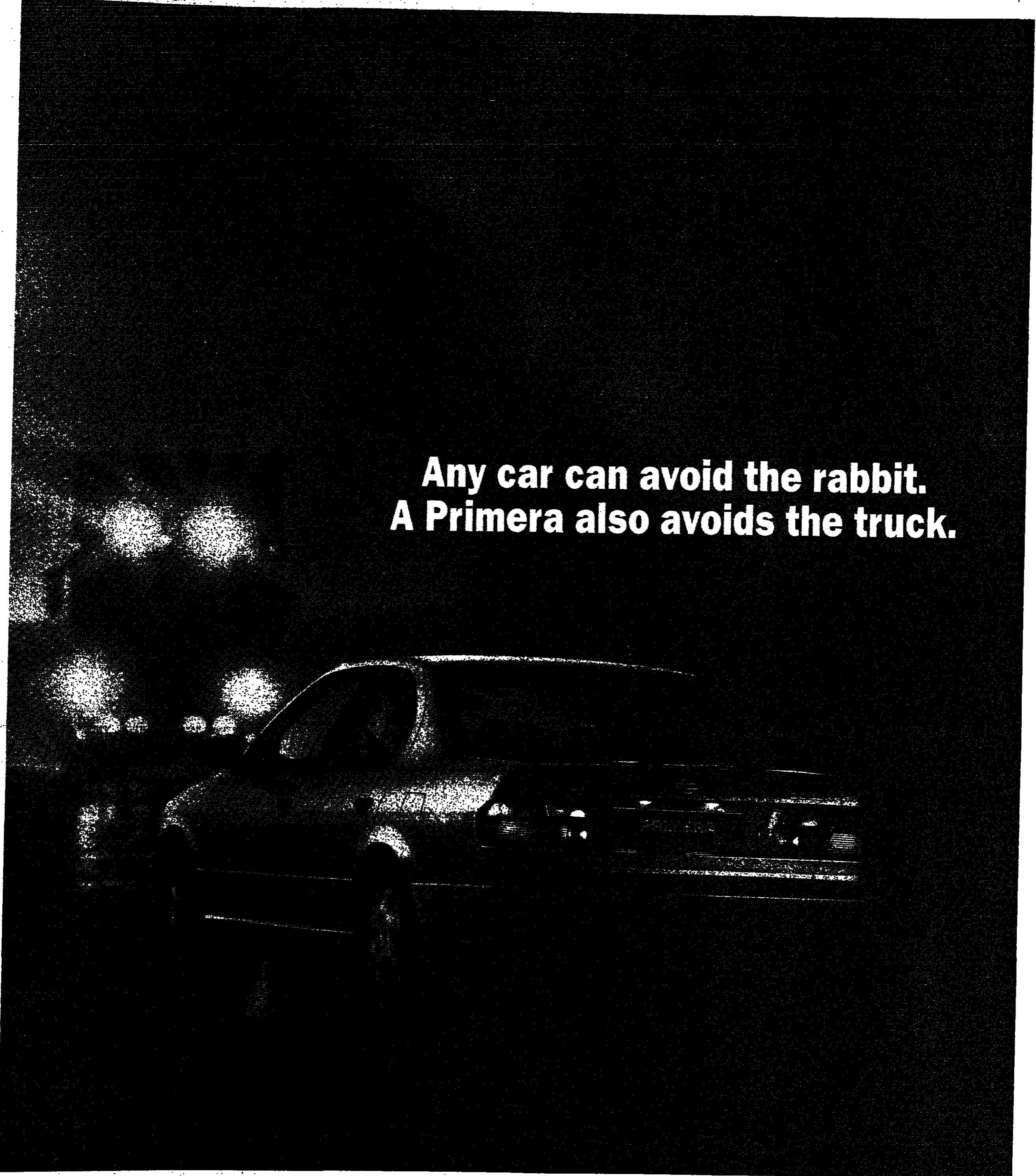
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Any car can avoid the rabbit. A Primera also avoids the truck.

You're driving on an ordinary evening, on an ordinary highway. Late from work as usual.

Suddenly, a rabbit appears on the wet asphalt.

Blinded by the inescapable beam of your headlights.

Here's where your day stops being ordinary.

Your reaction is sure and exact. You twist the steering wheel. While cutting across to the other side of the road, you're thankful for having saved a life.

Just then you are trapped by the lights of a huge truck, storming in your direction. (You realise how the rabbit must have felt.)

At that very moment, a Primera starts showing its true colours. You're veering back. Without losing a fraction of stability.

Equipped with the most advanced suspension in its class, you stay in total control. (The multi-link

front suspension wasn't only made for your comfort.)

You open up your 16-valve engine and you're back on the right side of the road. At the right time.

The entire manoeuvre costs you a split-second. But it could have cost you a lot more.



Nissan Primera. The performance car for a country called Europe.

Model shown SLX. Specifications may vary in every country. Alloy wheels optional.
The Nissan Primera is available in 4-door Sedan, 5-door Hatchback and Station Wagon models.

MANAGEMENT

A more unlikely location for a Japanese-inspired revolution in working practices is hard to imagine: a cluster of run-down industrial buildings in the back streets of Coventry, surrounded by terraced housing little changed since the 1950s.

Three years ago, the plant was churning out replacement engines for its owner, Unipart, Rover Group's former parts and accessories division, in dingy surroundings and a sour industrial atmosphere.

Today, using the newest, specialised manufacturing equipment from Japan and the latest in worker and management practices, it is out to become a "world class" maker of components.

The plant, whose brightly lit and clinically clean interior contrasts starkly with the dowdy exterior, is still a Unipart subsidiary.

But it is now the home of Premier Exhaust Systems, which will be opened formally today by Peter Lilley, the industry secretary.

It is seen by John Neill, the chief executive of the Unipart Group of Companies (UGC), as a model for the other companies in the group.

It is producing exhaust systems and preparing for large-scale production of catalytic converters for both the resurgent Rover and Rover's Japanese partner, Honda, whose own 100,000 cars-a-year UK plant comes on stream at Swindon in October.

In recent months, Neill's conviction that Japanese attitudes and working practices needed to be installed throughout UGC has begun to be put into striking effect.

In a move unthinkable a couple of years ago, Unipart is awarding recognition of unions for all 4,000 workers, who are acquiring staff status.

Japan is the catalyst for conversion

John Griffiths reports on a transformation in working practices at the Unipart motor components group.

"Clocking in" is out. Japanese-style team working is being introduced and old hierarchical structures dismantled. Responsibility for quality is falling on individuals. Salaries are being linked to performance.

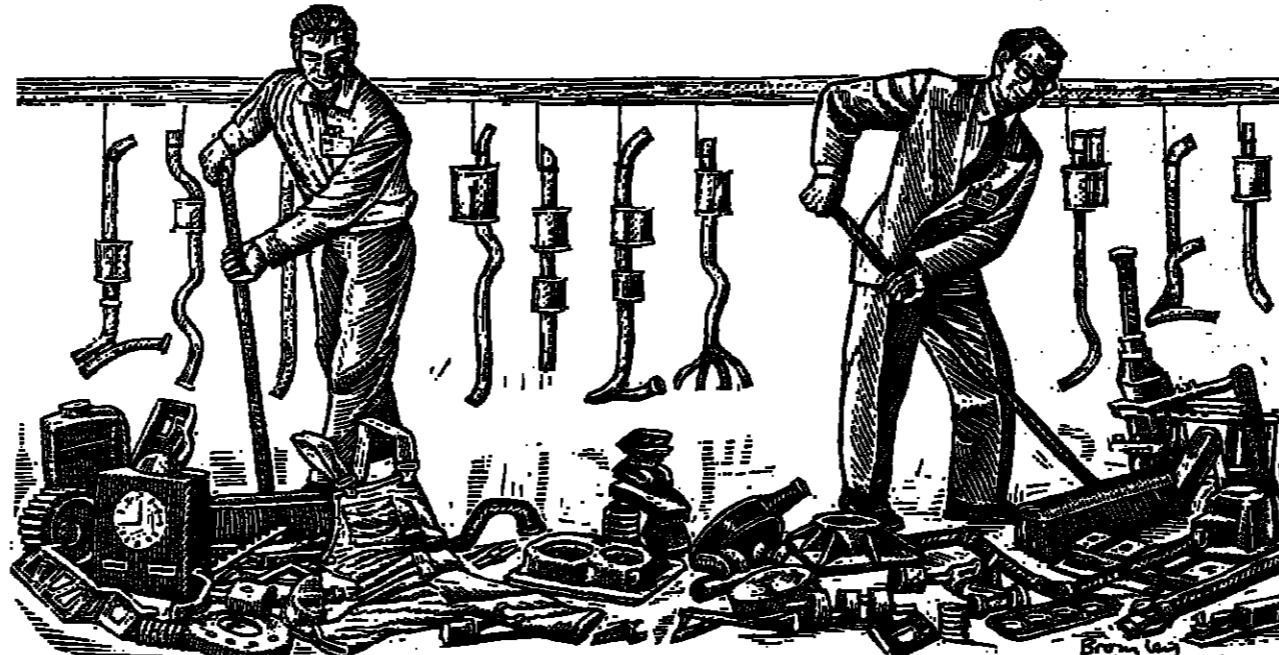
Nowhere are the changes being felt more keenly than at Oxford Automotive Components (OAC), whose Oxford and Kidlington-based parts making activities have formed the largest part of Unipart.

Honda was an obvious potential customer for Unipart components. Originally, Honda said Unipart's proposed prices for fuel tank supplies were too expensive, but nevertheless awarded the business, along with an introduction to Yachiyo Kogyo, its tank supplier in Japan.

Subsequently, Yachiyo supplied Unipart with the equipment to make the tanks, sent a team of engineers to Oxford to help install it and – pre-dating the Premier operation by nearly two years – trained OAC operators for six weeks on its own lines in Japan.

Mark Trevelyn, one of the trainees who has gone from shop floor operator to group team leader, says it "came as a surprise to hear the Japanese talk 'our company', not the management's".

The whole team, he says, came away with strong impressions – among them an unfamiliar and overwhelming stress on quality, and the rebukes that flowed from producing rejects and ignoring paperwork.



Some European components suppliers harbour deep suspicions about the long-term intentions of the Japanese carmakers in Europe, and their true willingness to expand parts sourcing from indigenous suppliers.

Neill will have none of it. As an example of the Japanese desire for long-term "partnership" commitments, he says that Honda plans progressively to rely on Unipart for its exhaust emissions research and development programmes in Europe.

He says he is not worried that there is no agreement down on paper, nor that there are no formal guarantees. "It's all based on mutual trust."

But the links with Honda were not forged without some disillusioning days. Unipart executives came away from one visit with 20 pages of problems with their products.

Some of the rejections might have mystified European volume makers.

"For instance," recalls Neill, "they wouldn't tolerate weld splatter on a silencer, even though it has no bearing whatsoever on the part's performance."

All employees have staff status. There is no privileged parking, differentiated canteens or washrooms.

Remuneration is knowledge-based, linked to a star rating system as operators acquire the ability to operate more machines and sustain quality standards.

The maximum is five stars and, says Neill, "the idea is that every employee should be a five-star operator".

There are no supervisors, only leaders of small, flexible teams. Anyone can stop the production line if they think

it is terms of profit if you engage in financial engineering," he says.

A stock exchange quote also has a bad effect on management, he says. "I like to see the share price high in the paper. It shifted my priorities away from the real stuff."

Paul, one of the most successful Indian businessmen in Britain, regrets the passing of the old days of trust and decency in the City. The stock exchange itself has greatly deteriorated, he thinks, with deregulation and Big Bang creating an atmosphere where "everyone is trying to do better than their neighbours".

claimed to be keeping absenteeism down to under 2 per cent.

Several years into their relationship, Honda has now nominated Unipart as its "model supplier" in Europe, and is using it as the example of progress in its training brochures outside Japan.

"What we liked about Honda," recalls Neill, "is that they made clear that initially they wanted not so much technical ability, but the right attitude and commitment. When we got the business, we knew they had a lower quota from elsewhere."

Now, says Neill, "I go once a year to see Honda in Japan to maintain our good relationship and say 'We've promised to do things, we've done them – now what can we do for the future?'

The deepening relationship, says Neill, means that "we don't have to look at a one-year horizon. We can make capital and people investments, and we've now got young engineers we are training so that we can provide them (Honda and Rover) with high-quality research and development and production expertise."

If all their Japanese suppliers work in that climate, is it any wonder the Japanese are winning?" ponders Neill. "They eliminate all useless argument, instead putting all their efforts into improving. This is so much more efficient than the west, it's hard to see how western companies can catch up."

It is what he regards as a remorseless pursuit of perfection by the Japanese which makes the task for western producers so hard: "You have to be personally offended by producing a product which is not perfect. Japanese people get emotionally upset; so far, the Brits mostly don't," says Neill.

Spreading the word on not being quoted

Lucy Kellaway looks at a company that discovered freedom when it went private

For the last four months, Swraj Paul has been free. He has also saved more than £100,000.

Since November 7 last year when he withdrew Caparo, his medium-sized engineering company, from the stock exchange, life has been simpler and more prosperous.

Paul estimates that the loss of his listing will save £500,000 in a full year – equal to some 3 per cent of the company's profits. Fees alone for the teams of PR men and stockbrokers to assist in what Paul calls "the shenanigans" cost at least £150,000 a year for the

most basic service. Anything fancy and the fees shot up. Further large savings have come from moving the accounts department from the centre of London to Birmingham. Now that Caparo no longer has to be in close touch with the City, there is no point in being in expensive premises in London, says Paul.

Another change has been in the sort of employees the com-

pany requires. Finance department staff who concentrate on dealing with the accounts come cheaper than those whose role includes talking to merchant bankers. Total saving from the move, including rent, is £350,000 a year, Paul estimates.

There are other, non-financial benefits. One is that the company will be quicker on its feet. "Before, you were always

wondering what the City would think and your judgments were slowed down."

The message is clear for all medium-sized companies in old fashioned industries: a stock exchange listing may not be worthwhile. Paul reckons that there are many companies that would love to leave the City behind, but can't raise the money to buy out their shares.

It was only possible for him

because a mere 20 per cent of Caparo's shares were in the market anyway.

The stock exchange typically put such a low rating on his shares – some six times earnings – that raising money through share issues was more expensive than borrowing from the bank. Paul makes the time-honoured complaint about the City being greedy for immediate results.

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Swraj Paul: simpler life

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APPOINTMENTS

Moving up a gear

Motor trade executive Richard Barber has received his reward for turning round Dovercourt Motor Company, part of London's many-sided motor activities which include the import and distribution of Volkswagens and Audis in the UK. Barber, who turned Dovercourt from a heavy loss-maker into an earner of £250,000 profits last year - after just 24 months of his misadventures as managing director - has been made chief executive of Dutton Forshaw, Dovercourt's immediate parent.

A 16-year veteran of motor retailing, Barber is aiming to bring to other dealer outlets in the multi-franchise Dutton Forshaw group some of the much-increased emphasis on customer satisfaction which turned Dovercourt's Volkswagens and Audis in the UK.



gen/Audi outlet in St. John's Wood, London, into the group's flagship dealer and sharply boosted sales at the three other London dealerships.

Meanwhile, far to the north, biggest Ford main dealer in Scotland, has appointed former Ford UK managing director Ford Human as executive vice-chairman. Alexander, still investing heavily in expanding and upgrading a number of outlets despite profits more than halving last year, says Human is only the first of a number of new directors it expects to appoint this year.

The urban Human, 54, established the UK motor industry world when he rejoined the Ford managing directorship abruptly in October 1990. Although his restoration did not formally take effect until the end of that year, Ford announced that he had taken leave of absence with immediate effect.

Non-executive directors

Sir Ivor Cohen, a former md of Mullard and currently chairman of Remploy, and John Herrin, a former president of the European Electronic Components Manufacturers Association, at MAGNETIC MATERIALS GROUP. Michael Adams, chairman of Adams Childrenswear, at ALIDERS. Gareth Davies, chairman of Glynway, at WHEWAY. Hugh Jarvis at WORLD-WIDE REASSURANCE. Bill Musgrave, former vice-chairman of Robert Horne, at MODEM. Anders Carberg at SMURFIT INTERNATIONAL. Mike Tutt, formerly president of Marc Europe, at LIONHEART. Timothy Shirley, a civil servant in the Scottish Office, will resign from RENDELL PALMER & TRITTON in May because of potential conflict of interests.



Retix, a Californian company specialising in networking systems that enable otherwise incompatible computers and software to talk to each other, has chosen Gareth Buchanan-Robinson to be managing director of its non-US activities. Retix UK, which covers Scandinavia, Benelux, the Middle East, and Africa as well as the UK.

For the past two years he has been in charge of Retix General International, a subsidiary now merged into Retix UK.

Buchanan-Robinson, a 35-year-old Englishman, who also speaks Italian, is poised for an aggressive marketing push within Europe of the so-called Open Systems Interconnection products of which Retix claims to be a leading supplier.

"We expect Retix to become a \$200m corporation by 1995," he says. Sales last year amounted to \$90.5m.

An economics graduate from Aston University, Buchanan-

opportunities for Dutton. Barber's place at Dovercourt is being taken by Chris Hayden (left), who until now has managed Dovercourt's Battersea dealership.

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Record of sales growth



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CONSTRUCTION CONTRACTS

£31.5m Black Country route

MILLER CIVIL ENGINEERING, a member of the Miller Group, has won contracts with a total value of nearly £46.5m.

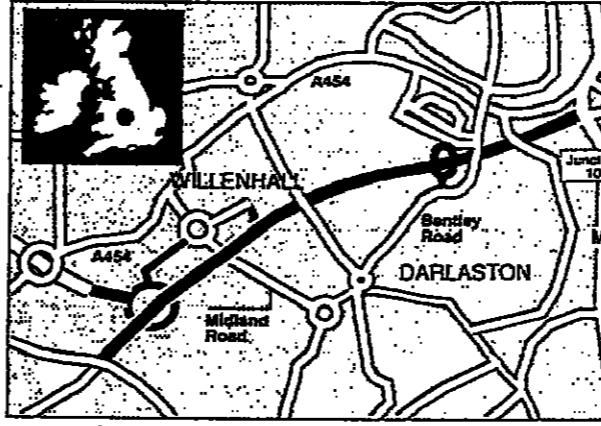
The largest is for the first phase of the Black Country route (pictured right), a 2.7 kilometre dual carriageway joining Darlaston Lane in Walsall to Junction 10 of the M6. The contract, let by Walsall Metropolitan Council, was won in competition at £31.5m.

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ECONOMICS

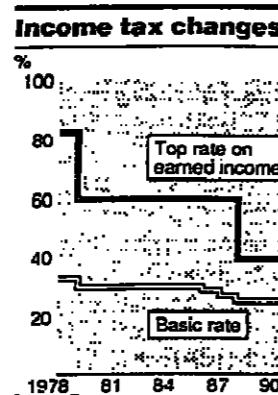
The search for confidence boosting measures in Lamont's Budget

IN BRITAIN the week will be dominated by the Budget. Tomorrow, at around 3.30pm Mr Norman Lamont, the chancellor, will rise to deliver a speech that, in all probability, will launch the campaign for the general election, expected on April 9.

Tax cuts totalling £2.4bn have been widely tipped with speculation focusing on a 1p cut in the basic rate of income tax. Despite the government's need to break ahead in the opinion polls, a tax cutting package of more than £4bn would upset the financial markets. But with some evidence to suggest an upturn in the economy, analysts will be looking for confidence boosting measures in the Budget to spur even cautious consumers.

Tomorrow is also Super Tuesday – a big day for US politics with several presidential primaries on the same day. A bad result for Mr Bush will indicate the depth of the electorate's dissatisfaction over the administration's handling of the economy.

However, retail sales figures for February are expected to increase marginally, with the growth probably coming from a pick up in auto sales as well as household fixtures and building products in line with January's surge in home sales. Furthermore, the week's producer price data for February should reflect a favourable out-



look on inflation. In January the producer prices index fell by 0.6 per cent on the year, to its lowest rate since January 1987.

There is also news from Germany this week with January's figure expected to show a slight decline on the same month of 1991. According to research by Midland Montagu the squeeze on real disposable incomes from the mid-year 7.5 per cent tax surcharge, rising inflation and high interest rates have begun to dampen consumer demand after last year's very buoyant sales.

Highlights of the week ahead, with the median of city forecasts in brackets from MMS International, a financial information company, include:

Today: UK. January credit business (net repayment of £76m); Canada, January motor vehicle sales, January housing starts, December wages and salaries.

Tomorrow: UK. Budget presentation to parliament, January producer prices index – input (up 0.3 per cent on the month, down 0.5 per cent on the year), output (up 0.3 per cent on the month, up 4.4 per cent on the year), excluding food, drink and tobacco. US. Super Tuesday presidential primaries in Delaware, Florida, Georgia, Louisiana, Mississippi, Oklahoma, Rhode Island, Tennessee and Texas.

January wholesale trade, revised figures for fourth quarter productivity; Japan, January machinery orders; Canada, fourth quarter manufacturing capacity utilisation.

Wednesday: US, January housing completions; Japan, February trade balance (£8.7bn surplus).

Thursday: UK, February CBI distributive trades survey; US, February retail sales (up 0.7 per cent on month), excluding automobiles (up 0.4 per cent on month), February M1 (£20bn), M2 (£26bn), and M3 (£20bn), for week ended March 2 M1 (flat), M2 (£0.3bn), and M3 (£5bn); initial claims for week ended February 29 (445,000); Germany, first round of engineering wage talks with Hessen IG Metall.

Friday: US, February producer prices index (up 0.1 per cent on month, down 1.6 per cent on year); Australia, January retail trade seasonally adjusted (up 2 per cent on the month).

During the week: Germany, January retail sales (down 0.5 per cent on the year), January trade balance (£DM3.5bn surplus), January current account (£DM1.4bn deficit), fourth quarter GNP (down 0.5 per cent on the previous quarter), February wholesale prices index (up 0.2 per cent on the month); Spain, February consumer prices index (up 0.4 per cent on the month, up 6.5 per cent on the year); Sweden, February unemployment rate (3.9 per cent), February consumer prices index (up 0.3 per cent on the month, up 2.6 per cent on the year).

Emma Tucker

Metal: Australia, February employment (down 30,000) and unemployment rate for the same month (10.6 per cent).

Friday: US, February producer prices index (up 0.3 per cent on the month, up 0.5 per cent on the year), output (up 0.2 per cent on the month), January business inventories (down 0.2 per cent on month), automobile sales 1-10 (6.1m); Germany, first round of engineering wage talks with Hessen IG Metall.

France, fourth quarter unemployment: Japan, February wholesale prices index (up 0.1 per cent on month, down 1.6 per cent on year); Australia, January retail trade seasonally adjusted (up 2 per cent on the month).

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RESULTS DUE

BT is expected to report lower annual pre-tax profits on Wednesday, but most interest will focus on how the industrial conglomerate is digesting its latest acquisition, Hawker Siddeley, the engineering group which it bought for £1.85bn in November after a bitterly-contested take-over battle.

BT is unlikely to give any news about possible disposals, but analysts will want to hear what the enlarged group has to say about its trading outlook. The impact of recession is expected to have cut last year's pre-tax profits from £968m to below £900m.

As the world's largest mining group, the BHP Corporation could not afford to escape the problems associated with recession in the US and the UK and present low metal prices. Analysts expect the group to report on Thursday a fall of about 35 per cent in net attribut-

able profits for 1991. This would take them down from last year's £207m to between £295m and £340m.

Most commentators suggest BT will maintain its dividend payment at 18p because an increase to, say, 20p, would send out the wrong signal to investors.

Standard Chartered Bank will announce on Wednesday pre-tax profits of £200m-£220m, a marked improvement on 1990's £150m after heavy provisions. It has had relatively few lending problems in the UK other than to Brent Walker, while its Asia Pacific region had a good year and is thought to have made a strong contribution. Last year's 20p dividend is expected to be maintained.

Hillsdown Holdings, the food manufacturer, should turn in 1991 pre-tax profits of around £182m on Wednesday, down a fraction from £191m a year earlier. A final dividend of around

6.4p, up 7 per cent, is expected. Poultry will again peck away at group profits, contributing only £25m to the total, while food sales in the UK add to profits.

On the positive side, its Canadian subsidiary Maple Leaf has performed well. Encouraging developments include the recent purchase of Unigate's poultry business which should help bring rationalisation to the industry and an upturn in Hillsdown's profits this year to around £235m.

United Biscuits is expected to report a small increase in pre-tax profits to around £217m. Given the group's confidence in its long term prospects, the final dividend could be raised 3 per cent to 9.4p.

McVities biscuits and Terry's chocolates have held their own but KP snack foods have been disappointing. Bright spots last year were the growing European operations and the Keebler's

cut business in the US. Suntiki and Suntiki, feeling the pinch of the recession in advertising, is likely to report tomorrow on Tuesday a loss of around £50m for the 15 months ended December. This will include provisions for unused office space and restructuring costs.

BM Group, the industrial holding company that recently acquired Thomas Robinson, is expected to have increased pre-tax profit by 10 per cent to more than £171m in the six months to December 31. It reports tomorrow, Budget Day.

While Robinson will not figure in the results, Blackwood Hodge, the construction equipment distributor acquired in late 1990, will be in for the full six months. The scything of Blackwood's overheads and the boost its overseas network will have given to the sale of BM's products help explain the group's resistance to recession.

PARLIAMENTARY DIARY

TODAY

cation (Schools) Bill, report. Parliamentary Corporate Bodies Bill, committee.

WEDNESDAY

Commons: Continuation of the Budget debate.

Lords: Debate on constitutional reform. Debate on Britain's rivers coastline and beaches. Osteopaths Bill, committee.

THURSDAY

Commons: Continuation of the Budget debate.

Lords: Social Security (Mortgage Interest Repayment) Bill, second reading.

TOMORROW

Commons: The Budget statement and debate. Lords: Edu-

Steel Corporation, National Rivers Authority, Welsh Office (Room 15, 10am).

Home Affairs - subject: work of the Lord Chancellor's Department. Witness: the Lord Chancellor (Room 15, 4pm).

Health - subject: NHS Trusts. Witnesses: Croydon Community NHS Trust and purchasers (Room 8, 4.15pm).

FRIDAY

Commons: Private members' motions.

Lords: Asylum Bill, committee. Transport and Works Bill, second reading.

report and third reading. Medicinal Products: Prescription by Nurses Bill, third reading. Still-birth (Definition) Bill, third reading. Traffic Calming Bill, third reading. Firearms (Amendment) Bill (third reading). Cheques Bill, third reading. Further and Higher Education (Scotland) Bill, report.

Wednesday: Steel Corporation, National Rivers Authority, Welsh Office (Room 15, 10am).

Home Affairs - subject: work of the Lord Chancellor's Department. Witness: the Lord Chancellor (Room 15, 4pm).

Health - subject: NHS Trusts. Witnesses: Croydon Community NHS Trust and purchasers (Room 8, 4.15pm).

THURSDAY

Commons: Continuation of the Budget debate.

Lords: Social Security (Mortgage Interest Repayment) Bill, second reading.

DIVIDEND & INTEREST PAYMENTS

■ TODAY: Anheuser-Busch 28cts Treasury 51/2s 12/24 p/c Clarke Foods 1.5p Clark Corp. 5/4s 31/4s 34/4s Migrant J.P. 10pc Nos. 1990

■ WEDNESDAY MARCH 11 Bancal Tri-State Dual Bonds Bds. 2000 \$23.24

Bank of Ireland Und. Frgt. Rate Nos. 51/2s 23/2s

Time Warner 25cts Tolix 3/4s

■ TOMORROW: Allied-Signal 25cts Chevron 82.5cts Dan & Moore 54cts

GT Japan Inv. 81.4p

GT Japan Inv. 81.4p</

ARTS

ARCHITECTURE

British pavilion pulls it off

Colin Amery pays an early visit to Expo '92 in Seville

The problem is a difficult one. How does an architect design a pavilion that, in one bold gesture, symbolizes the spirit of a nation and conveys a memorable message to the world? At Expo '92 in Seville, the architects Nicholas Grimshaw and Partners have pulled it off.

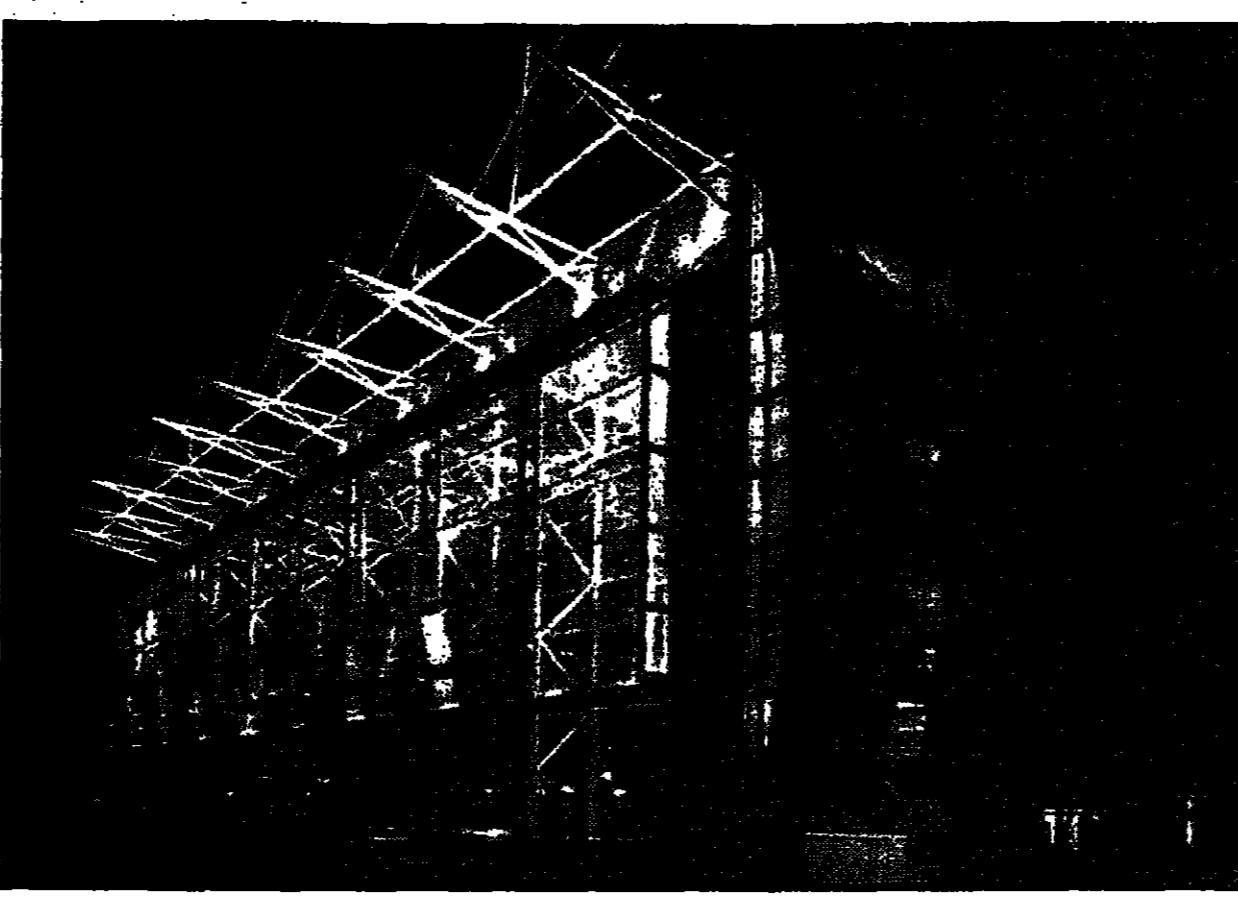
All the best buildings are built around one clear idea. The idea behind the British pavilion was to bring the sound and presence of moving water to the dry, hot island of La Cartuja. This is right for Seville, where temperatures in high summer can sometimes reach as high as 49°C (120°F). It would have been easy to design another fountain or a leafy courtyard, but Grimshaw decided to make the whole front of the pavilion a wall of moving water. The architect has been able to achieve this wonderful effect with the brilliant collaboration of the sculptor William Pye.

The British pavilion is sited at the head of the avenue devoted to European Community members' pavilions. The design is clear and rational; the architects have taken care to avoid any elements of "Disney" and razzmatazz. Visitors approaching from the east will see a crystal box some 25m high, 70m long and 40m wide. The whole entrance facade is a cascade of falling water rushing over the glass wall into a wide moat. Two "curtains" of water mark the entry point, which is a narrow bridge passing over the blue waters of the moat (I did wonder whether this relatively small entry point will cope with the anticipated millions of visitors). Once the visitor has crossed the bridge, he will emerge into

an enormous glass exhibition hall that is strongly reminiscent of views of the interior of Sir Joseph Paxton's Crystal Palace of the last Great Exhibition, the source and origin of the idea of universal exhibitions.

The structure of the pavilion is an example of the most recent techniques of steel and glass assembly. Every element was designed and made in Britain; the parts shipped to Spain and erected on the site in the short period of 42 weeks. This "kit of parts" approach is very much Grimshaw's trade mark, and at Seville he seems to have simplified things so that the high-tech elements seem to be more under control than in some of his British buildings. The main steel structure is supported on deep piles driven some 18 metres into the sediment of Cartuja island. Some of the wall and roof trusses are 25 metres long and they had to be escorted by the Spanish police on their six-day lorry journey from the port of Santander in Northern Spain.

It is the east wall that everyone will remember. It is made of panes of glass suspended from stainless steel brackets and in front of the glass is the continuous waterfall designed by Nicholas Grimshaw and William Pye. Pye is best known for his two water sculptures, "Vetstream" and "Slipstream" that passengers pass on the way to their flights at Gatwick's north terminal. Water for the "Seville" cascade is pumped by solar-powered pumps from the pool at the base of the building to some 1,400 nozzles at the top. These nozzles are adjustable so that the effect can be varied from a slow, slithering creeping effect



The idea behind Nicholas Grimshaw's British pavilion was to bring moving water to dry, hot Seville

to a thundering cascade. Some three million litres of water is kept moving constantly. Water is brought right inside the pavilion over a gleaming stainless steel weir to provide a vast apparently still reflecting pool. The whole effect is undoubtedly a tour de force.

Inventive efforts have had to be made to ensure that the whole pavilion is cool. The most exposed west wall demonstrates a completely new technique. It is made of steel freight containers which are inside the pavilion. The sound makes you feel as though it is permanently raining (perhaps this will reinforce foreigners' views about the British climate). I was told that despite the intense heat of a Seville summer there will always be enough water to cool in summer. Of course there has to be some mechanical air handling and cooling and one of the problems of the whole Expo has been to find

ways of avoiding the raising the temperature of the site that would occur if all the pavilions expelled hot air into the atmosphere.

The flat roof of the British pavilion has had to be protected from the extremes of the summer sun by shading louvres that also ornament the roofline. On these louvres are 150 panels of solar cells that provide the power for the water pumps. These solar cells and pumps will be used to provide power in 150 villages in the Third World after the pavilion is dismantled.

The only element of rampant nationalism about the British pavilion is the giant Union Flag that can be seen through the water wall — and the water and flag do evoke a sense of a maritime nation. (The theme of the Expo '92 is

"Discovery", as the whole event is a commemoration of the explorations and discoveries that began with Columbus in 1492.) The designers of the interior of the pavilion are RSCG Conran Design and their brief has been to arrange exhibits that will help the visitor to discover Britain.

Moving on giant travolators and escalators, and escorted by "Navigators", the visitor will see "Video sculptures", an electronic tapestry composed of 275 screens giving a variety of images of Britain. There is a large theatre, and displays on the top floor look at the scientific development of the four elements.

But the pavilion itself is the main exhibit, and it is the element of water that visitors will always remember in all its moving splendour.



Sandra Fox as Cia

on the whole, are better than the men.

Cia is played by Sandra Fox. This is a magnificent part, including the cabaret dancing, and with a little more rehearsal it should be a magnificent performance. Even now it is thoroughly gripping.

The direction is by Derek War and one can only salute the enterprise in unearthing the play and producing a new translation by Kate Nelson. It runs at Hampstead until March 29 and it deserves more.

Malcolm Rutherford

Gidon Kremer

QUEEN ELIZABETH HALL

Beyond his worldwide career as a soloist, violinist Gidon Kremer has been running his own chamber music festival in tiny Lockenhau (Austria) for ten summers now, and on Thursday he brought some regular colleagues with him to the Queen Elizabeth Hall under this new label.

Their music was Messiaen's *Quatuor pour la fin du temps* and Schubert's great Quartet in G, D.897; the friends were the clarinetist Sabine Meyer (once a famous bone of contention between Karajan and his Berlin Philharmonic) and the pianist Oleg Maisenberg, just for Messiaen, and three notable young strings for Schubert. Though Kremer led both works, he was at pains neither to dominate nor even to show off a little. He simply applied himself to the ensemble music with intense sympathy, and immensely polished technique. And so did they all.

Composed and premiered in a prisoner-of-war camp, Messiaen's seminal *Quatuor* wears its heart — and its devoutly Catholic soul — on its sleeve, but with less calculated flamboyance than much of his later music. The rapt, angular dance movements are swift, but hardly virtuoso stuff (Kremer's team were if anything a bit mild with them). The real challenges are in the hypnotically slow solo movements, where

David Murray

As You Desire Me

NEW END THEATRE, HAMPSTEAD

Here is a genuine rarity that will be cruelly exposed. Kremer and the cellist Clemens Hagen sustained their twin "L'ouverture" fantaisies, and in the "Abîme des disques" Miss Meyer's bated-breath pianissimo and "subtle rhythmic spring" were astonishing.

The Schubert quartet was a marvel of lucidity, but it should have been more. Doubtless in the interest of delicate precision, Kremer & co. (Hagen, Annette Bölk — another original member of the Hagen Quartet — and Catherine Metz) mostly chose tempi at the bottom end of the plausible range and stuck to them.

Everything — everything, including every possible repeat — had a lovely, silvery ring, at considerable cost to the black dramatic thrust of the whole work. If its most jagged junctures don't sound disruptive and dismaying, one isn't hearing it properly.

Of all performers, it was odd of Kremer to let that be smoothed away. I wondered whether he wasn't deferring too modestly to the Hagen ethos: those young Salzburg players made their name early by precocious, ultra-educated assurance, but they have never been *gutsy* — which is what this last Schubert quartet absolutely requires.

David Murray

around whether Cia really is the missing wife. On one level, of course she is, but the point is that she has changed and is not the same person she was 10 years before, when dragged away by the troops and officers at the end of the war. Here we are on familiar Pirandello territory: what is real and what is an illusion? It may not be the best piece he wrote, but it is the real thing: no imitator could have done it.

Some of the vignettes are superb: the performance of the crazed daughter (played by Janet Steel), for example. So are some of the physical details: a mark on Cia's leg that may or may not have been deliberately removed. The suspense is intellectual: note the sudden chill when the German lover, arriving in Italy, seems to have proved through female psychology that Cia is not Cia after all.

The production in the tiny New End Theatre seemed to me slightly under-rehearsed. It began nearly 20 minutes late, had two intervals instead of the one that was billed, and there was some fluffing of lines. The acting is uneven, sometimes even by the same character. Ruth Kettlewell as the old aunt, for instance, frequently looks and speaks as if she was born to play Miss Marple; at other times she is curiously wooden. The women, I shall not go further into the plot because I do not want to give away the suspense. Suffice it to say that it revolves

on the whole, are better than the men.

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FINANCIAL TIMES

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Monday March 9 1992

Nigeria's case for help

NIGERIA'S civilian politicians, preparing for the handover from military rule, should be heaving sighs of relief. General Ibrahim Babangida's decision to bite the bullet and float the naira may have saved a structural adjustment programme which was in serious trouble. A large devaluation would not have been a happy start to Nigeria's return to civilian rule next year. But what the president is up to is, as yet, impossible to decipher; a bit of a tired leviathan, a clever ruse to fool the international financial community? Hope springs eternal, but experience counsels caution.

The government's intention, of course, is that floating the naira, and so closing the widening gap between the official and market rates, will lead to an agreement with the IMF and a subsequent rescheduling of Nigeria's \$30bn of external debt. The economic case for such relief is compelling. Nigeria's huge debt burden, with potential debt service payments consuming 60 per cent of export earnings, makes development impossible. The country desperately needs to free resources to invest in its crumbling infrastructure.

Yet Nigeria's creditors should be sceptical. The exchange rate crisis reflects the weak government management of the past year. The exchange rate differential has grown because inflation has accelerated to an annual rate upwards of 30 per cent, fuelled by high domestic credit expansion to fund a growing budget deficit as public spending ran out of control.

Tough controls

There is no point in throwing more resources at Nigeria unless the government can prove that it is serious about reform once more. The exchange rate can only be prevented, when floated, from collapsing if this devaluation is combined with a tight monetary policy and tough controls on public spending. The governor of the central bank last week reaffirmed the federal government's commitment to "fiscal restraint and public sector rationalisation", with expenditure to be targeted only on "priority projects that can

all tend to be of most pressing interest to the more prosperous members of society. The relatively poor people who will buy lottery tickets will be subsidising the cultural pursuits of the relatively well off, who will not.

New quango

There is something rather odd about a conservative government proposing the establishment of a legally protected monopoly, to be administered by a new quango. Its members will be "independently minded and have achieved personal distinction and public standing". No wonder the various arts and sports lobby groups are already rubbing their hands in anticipation.

At least the white paper promises that the money raised will not be used to finance the government's conventional spending programmes. But you can never be sure. New York established its lottery in 1967 with the profits to be set aside for education. came a budget crisis, and the money was quickly shifted into the general fund. The same happened a little later in Connecticut.

In the first place, a lottery is highly regressive. All the evidence from around the world is that tickets are mainly bought by the poor, the frustrated and those who are falling behind society in one way or another. Moreover, they are sold on terms which would make a mother blush.

The government expects that around a third of the proceeds will go on "good causes" and another 15 per cent on expenses; what is left for prizes will then be subject to an as yet unspecified lottery tax. That adds up to a very negative sum game indeed, and one which even by the standard of lotteries seems heavily loaded against the player. On one estimate, prizes usually average around 60 per cent of receipts.

Cultural pursuits

The worst feature of the plan is that the people who pay for it will not, by and large be the main beneficiaries. The good causes which the government has in mind include the arts, sports, the heritage and charities: special emphasis is placed on improvements to the national heritage "ranging from cathedrals through museums to listed buildings from our artistic and industrial past". All worthy objects, but

be satisfactorily completed by the end of 1992". But promises are not enough. Until they are backed by a precise plan of action, the IMF and the creditors should bide their time.

To be specific: are grandiose and economically unviable projects such as the Ajakuta steel plant and the proposed aluminium smelter to be stopped; or will Nigeria's roads, telephones and schools crumble while oil revenues continue to provide the "policemen's" petro-dollars? The fiscal base to be widened so that public spending can be met from taxes rather than by printing money; or will the government continue to subsidise domestic petrol at the absurd price of 4 cents a litre, while turning a blind eye to large-scale smuggling of fuel to neighbouring countries and widespread evasion of customs duties?

Internal monitoring

Only when these questions have been answered satisfactorily should a new IMF agreement be signed. The truth is that the Babangida administration, which started so well when it launched its economic reform programme in 1986, has over the past 12 to 18 months given structural adjustment a bad name. His government must now show that the recent mismanagement and siphoning off of state funds is over.

Nigeria desperately needs greater external monitoring, as well as internal scrutiny, of its economic affairs. Only then would Nigeria's creditors have reason to believe that debt relief will speed development and ease the suffering of Nigeria's citizens, rather than be dissipated by politicians. The forthcoming presidential elections may tempt the western creditors to offer a combination of debt reduction, debt rescheduling and new lending to encourage reform. But these should be offered only on the condition that the government can agree to, and keep to, tough conditions laid down in a new IMF agreement. Without fiscal discipline and closer monitoring, Nigeria's structural adjustment will fail, and the current misery of much of the population of Africa's largest, and the world's 13th poorest, country will continue.

A lottery for good causes

THERE STOOD the home secretary, ready for his photo opportunity, brandishing a handful of £10 notes and looking for all the world like a reasonably prosperous bookmaker. The image was appropriate. The proposal for a national lottery, which was announced on Friday, has the marks of a rather seedy piece of electioneering.

The lottery, according to Friday's white paper, will provide "a harmless form of entertainment". Until 1828, when it was banned, it was "a respectable government undertaking", which at one time had the then Archbishop of Canterbury as a trustee. That may be a rather partial view of history: a House of Commons committee, established in 1808, concluded that "the foundation of the lottery system is so... vicious... that under no... regulations will it be possible... to fit it for all evils". You do not have to go all the way with these worthies to be critical of the present proposal.

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■ Perhaps City villains should take a tip from the world's drug traffickers. If you have to get arrested and thrown in jail, Zurich is the place to have it happen.

The prisons are nice, and you get paid £7.60 a day net for your labours. South American drug-mules love it, it seems, because they can make more money there than at home. With an average sentence of 38 months, they can stash away a tidy £2,550. Moreover, they can ship it home without hindrance because Swiss law forbids any one to make a claim on the money.

All this, plus the cost of prosecution which is paid by the state, has been getting on the nerves of Marcel Bébé, public prosecutor in the district of Biel/Bienne, which, being adjacent to Zurich airport, has handle all the mules caught on their way to the city's big drug market. Bébé suggests the level of jail pay should be related to the cost of living in the criminal's country.

Then only the Japanese would want to come.

Insider spoils

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Strange taste

■ The idea that Warren Buffett, the canny American investor, has suddenly found a taste for the shares of Guinness, Britain's sixth biggest company, is a bit hard to swallow. True, Buffett likes to take big stakes in solid brand names and has done very well by investing in that other well-known drinks company, Coca-Cola.

But Buffett tends to invest a bit more in the arts, which it probably does, and if the sensible way to fund this is through a hypothecated tax, which it possibly is, then let the levy fall on those who are most likely to benefit. A tax on muesli, perhaps, or on designer ice creams.

John Lloyd says peace for Nagorno-Karabakh is seemingly out of reach

Mountain to climb



Path of violence: an Azeri soldier carries a woman from the village of Khodjaly, recent scene of a massacre

Karabakh border, a few kilometres up the road from Agdam. Near the village of Sheli the Azeris have established a post with two rusting 150mm Pushka cannon. One was pushed to the brow of a hill overlooking a valley in which lies the town of Akeran, formerly Azeri and now held by the Armenians. There were two forward Azeri positions beyond, each with half a dozen men. That appeared to be the strength of the Azeris in the

area.

If anything is clear in this muddy, partisan struggle it is that the Armenians are trying to clear the Azeris out of Karabakh and secure their borders. The front line post at Sheli is on the border; Akeran just inside.

Shusha, a little further in, is still held by the Azeris but sur-

All over the former union are autonomous regions of differing status – many within the Russian republic itself

field yesterday.

One man at the Sheli post said that one of the canons worked, another said that neither did: in any event, there was one shell. A little further away in the valley, automatic fire crackled sporadically, interspersed with booms from Armenian guns in or near Akeran. Azeris warned of snipers, but no fire was directed at the post when we were there.

However, it had come under fire while host to a Dard rocket launcher, according to a television reporter who had filmed it. The Azeris, who continually

complain of relative weakness in the face of Armenian strength, have one or two Drads and some tanks and armoured personnel carriers.

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rounds by Armenians, and we were told that helicopter flights had stopped.

In clearing the area, the Armenians have laid what

presently seem to be the indestructible foundations of Azeri hatred, and appear to have put any kind of peace out of reach.

The reverses suffered by the Azeris have fed their way quickly into national politics.

President Mutalibov, a former

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The reverses suffered by the Azeris have fed their

Italy's most powerful merchant bank, Mediobanca, is facing a crisis of confidence. After 40 years at the pinnacle of the country's financial establishment, serious flaws have been exposed in the strategies on which it built its success. Even some of its long-standing industrial clients have begun to question their close relationship with the bank.

Ever since the Second World War, Mediobanca has controlled the levers of power in Italy's financial and business world. The man tugging on the handles has been Enrico Cuccia, now, at 64, Mediobanca's honorary chairman, but still very much in charge.

Mr Cuccia has built Mediobanca's influence on two sets of alliances, at home and abroad. Within Italy, it has acted as the house bank of the *Salotti Buono*, the family groupings that dominate Italian business, enhancing their control with ever more complex webs of shareholdings. Elsewhere in Europe, rather than open its own foreign offices, it has developed close informal links with a handful of well-established merchant banks such as Germany's Berliner Handels- und Frankfurter Bank (BHF), the UK's S.G. Warburg and France's Lazar Frères.

Until now, these twin sets of alliances have reinforced one another. Mediobanca's dominance at home has increased its usefulness to its foreign allies; the strength of its international relationships has enhanced its usefulness to its domestic clients.

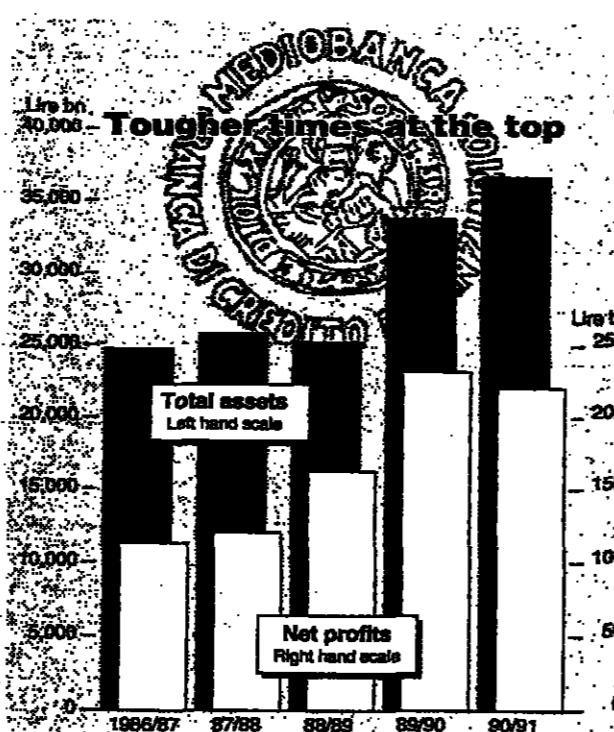
Now, this neat pattern is unravelling. In three recent deals, for some of the bank's biggest clients - the Agnelli family, the Pirelli tyres and cables group and Generali, Italy's biggest insurer - Mediobanca has stumbled. Its strategy is running into trouble at home and abroad.

Within Italy, Mediobanca's dominance is threatened by the passage of investor protection laws to safeguard minority shareholders and promote greater transparency in big business transactions. This is a direct attack on the *salotto buono*'s pattern of secretive pacts between small groups of shareholders, and hence on Mediobanca, architect of many such agreements.

In the rest of Europe, Mr Cuccia's policy of alliances rather than direct expansion looks increasingly old-fashioned. The creation of a single European market and the growth of cross-border mergers and acquisitions have led the continent's big banking houses to establish wholly-owned pan-European networks. Informal working alliances are

Unsteady footing at financial summit

Haig Simonian explains why Mediobanca, the Italian merchant bank, is in need of new ideas



the company's merchant bank; it is also the biggest single shareholder in Generali, with a stake of almost 6 per cent.

Bankers criticised Generali's right issue as an attempt by Mediobanca to reinforce its hold over the company. Suspicion were aroused by the symbiotic structure of the deal, which involved both new shares and warrants to pur-

Mediobanca will have to come to terms with more transparent markets

chase additional stock in future. Under the terms, voting rights for those shares not taken up immediately by investors would rest with a Mediobanca-controlled subsidiary. That could leave Mediobanca controlling another 20 per cent of the company's expanded share capital.

The storm caused by the

Generali deal provoked an outcry in the Italian parliament. The controversy played into the hands of politicians seeking new rules to protect small shareholders. Legislation to guarantee minority shareholders' rights is commonplace in most big industrialised countries, but only became law in Italy at the end of January.

The new regulations strike at the heart of Mediobanca's use of equity holdings to cement its dominant position in corporate finance. One of Mr Cuccia's most famous observations is that shares in Italy are not counted, but weighed. That refers to Mediobanca's technique of assembling small groups of shareholders, each owning a fraction of a quoted company, but whose pooled interests are enough to give them control. Such long-term shareholder pacts lie behind many of Italy's best-known groups like Pirelli and Olivetti.

The new Italian laws do not specifically ban shareholders' pacts. However, the exact sta-

tus of these agreements is now uncertain, and could soon be tested in the courts. The new legislation also outlaws the practice of selling significant stakes in quoted companies at a premium price, one of Mediobanca's favourite corporate power-brokering techniques.

The laws threaten Mediobanca's style of backroom diplomacy, increasingly anachronistic in Italy's new era of corporate transparency. Its whole style - an intense desire for publicity, a powerful, inbred corporate culture - may also have been overtaken by events.

Mediobanca has just over 100 professional bankers among its 300 staff, all based in a single Milanese palazzo. Competitors define them as almost a "fiefdom", professional and dedicated, but prone to arrogance.

"Its staff may be brilliant, but even Mediobanca has to adjust to the new era," says a leading Italian banker. "Merchant banks much bigger and more powerful than Mediobanca have recognised they must follow their clients abroad."

The pressures on Mediobanca are worsened by growing domestic competition. Dozens of new merchant banks have sprung up in the past five years. Many are insignificant. But some, like Akros, the highly capitalised merchant bank, are already licking at Mediobanca's heels. Others, like SIGE, the Milan-based investment banking arm of the IMI financial services group, can rely on a steady flow of business from their parent companies. A turning point may have come last year when SIGE was appointed by the UK government to be the lead manager for the Italian part of the UK electricity privatisation. Traditionally, Mediobanca would have expected that role by right.

It is not too late for the bank to adapt to the new era, building on its strengths to create a new, less inward-looking and conservative institution.

Its chairman, Mr Francesco Cingano, is a respected banker and former managing director of Banca Commerciale Italiana, the country's most prestigious commercial bank. He is well regarded, but hardly the breath of fresh air to revolutionise Mediobanca.

To safeguard its central role in Italian finance, Mediobanca will have to come to terms with more transparent domestic markets and a new era of European competition. That will have to wait until the moment Mr Cuccia surrenders control. To preserve the bank they inherit, Mr Cuccia's heirs may find themselves dismantling much of his legacy.

The common sense, financial prudence argument against extra borrowing is that today's borrowing is tomorrow's taxes. Raising taxes to service the extra debt will be politically unpopular and cause economic distortions. The argument applies to every penny of discretionary borrowing and does not presuppose a "debt trap" in which the budget is out of con-

Samuel Brittan

Deficit theories pro and anti



Unease is already being expressed at the thought of

Norman Lamont, the UK chancellor, adding to the British budget deficit by cutting taxes.

The argument on the subject

will not be between the government and Labour opponents.

For by saying that Labour would "borrow to build"

rather than to cut taxes, Neil Kinnock has already served notice that he is likely to accept whatever deficit the Conservative government chooses to run and to argue that it should be used for public spending instead.

But nor will it do to contrast too crudely John Major's prudence, although there is a contrast to be drawn. The famous 1981 Budget, which raised taxes towards the end of the last recession (and drove 354 economists to protest) still left a budget deficit amounting to 3% per cent of gross domestic product, or only one percentage point or so less than is likely in the coming financial year. Sir Geoffrey Howe, the then chancellor, accepted (if reluctantly) that budget deficits rose in recession. His worry was that the pre-recession starting point was far too high and that a structural correction to be made.

The contrast is that after the 1981/82 Budget, the underlying trend was clearly downwards.

Lamont will hardly be able to claim this for the 1992 Budget.

Nor can any comparison be made between the two pence cut in the basic rate in the 1987 pre-election Budget and anything that happens tomorrow.

For in 1987/88 the deficit was known to be falling rapidly and in the end turned into surplus.

One would hesitate to stake one's life on the Barro doctrine. For it is difficult to believe that abolishing taxes altogether, or alternatively, doubling them, would have no effects for good or ill.

But over moderate ranges

Ricardian equivalence has worked better than might have been expected. The failure of the US budget deficit to have

any effect on the dollar is

the best argument for it.

My conclusion would be that

some extra borrowing would be justified for investment, defined very broadly, and not in accounting terms. But this is not what I expect. The result of tomorrow's borrowing will be little good and moderate harm. I am much more interested in what happens to interest rates in Germany.

LETTERS

A method to determine any bias of risk among Lloyd's syndicates

From Mr A.R. Platts.

Sir, You report on the problem of so-called "insider dealing" at Lloyd's ("Lloyd's inquiry starts as insider row grows", March 5).

It is certainly important to look at the membership of particular syndicates, in a "vertical" manner as it were, to see whether this shows bias. However, it is perhaps even more important to look "horizontally" at the spread of syndicates, and especially at the underwriting lines on high risk syndicates, of individual Names.

That information should then be correlated with the members' agents through whom the Names underwrote.

A Name's contract with his agent stipulates that the agent is wholly responsible for the Name's underwriting, without interference from the Name.

A welcome fillip to improve the status of engineers

From Mr Anthony Stomper.

Sir, It is disturbing that Britain is alone among 87 nations in the low respect and status that it accords to engineers. That is a principal reason why the number of first degree graduates going into engineering and allied industries has dropped 20 per cent in the last five years. "Engineers and a welding job" (February 25) was welcome publicity for

the efforts of the steering group which, with the approval of 46 institutions representing engineers, is moving towards a new federal body as the focal point for the profession.

He called on engineers to adopt a similarly positive approach. We in TI Group with the steering group success.

Anthony J. Stomper,

Director,

TI Group plc,

50 Curzon Street,

London W1Y 7PN

ranking scientists in their 30s was assembled and a programme of introduction to scientific and technological thinking designed. Hundreds of letters were sent to chairmen, managing directors, financial directors and others in companies, banks and accountancy practices.

The first participants were all nominated by a small and select number of chairmen of their companies.

If the letter got to finance directors or "directors of human resources", they tended to reply that "the school did not meet any of their closely targeted training needs".

Peter McGregor,

McGregor and Associates,

PO Box 92,

Abingdon OX13 5JE

balance sheet committee,

takeover financing and other attributes which really account for the dominant position of accountants.

That is due to the continual invention of both Labour and Conservative governments of new financial rules, tax laws and, occasionally, incentive grants of allowances involving labyrinthine processes of application.

There is nowhere for accountants to learn about technology. A few years ago I realised this and ran an experimental Technology Summer School at Templeton College, Oxford, with the college's full support. It was aimed at bankers and accountants. A group of front

False terms pose danger

From Dr Nicos Papadakis.

Sir, "Moslems ready to take on Serbs in Sarajevo" (March 4) asserts that Greece opposes international recognition of an independent state on its northern border bearing the name "Macedonia" for fear that this will stir "Macedonian" nationalism in northern Greece.

Greece fears "Macedonian" nationalism in Greek Macedonia as much as it fears "Peloponnesian" nationalism in the Peloponnese, "Thessalian" nationalism in Thessaly and so on. That is not the danger.

I can illustrate the need for this analysis by mentioning that there are Names whose underwriting was entirely on LMX, and that there is a large number of Names who are on several disastrous LMX syndicates. Most of these people face bankruptcy as a result. It is a highly significant problem.

Richard Platts,

Rebilton,

New Road,

Luton,

Bedfordshire,

SG9 9QR

excessive risk exposure and will now be bankrupted. Since Sir David Walker's investigation is to look at inside dealing and the spiral, I trust he will make a full study of individual Names' risk exposure in relation to their membership of LMX syndicates and to their agents on those syndicates.

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IMI plc, Birmingham, England.

FINANCIAL TIMES COMPANIES & MARKETS

Monday March 9 1992

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MATERIALS AND
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BRITISH VITA PLC

INSIDE

New twist in Parretti battle for MGM-Pathe

Mr Giancarlo Parretti, the controversial Italian financier, claimed yesterday he had scored a court victory in Rome in his long-running battle with Credit Lyonnais, the French state bank, for control of MGM-Pathe, the financially crippled Hollywood studio. Page 17

ACT gets the thumbs down

Advance Corporation Tax is central to UK corporate taxation. Mostly, it works smoothly, and there are few complaints. But for companies with big overseas operations, it is a nagging worry and some of Britain's biggest companies are hoping this week's Budget will end what they see as an unfair tax penalty for internationally minded firms. Page 16

Political jitters hit UK gifts

Something had to give — and it did. After two months of highly respectable price rises, the UK gift market last week went into reverse on fears about a poor showing for the Conservative Party in the general election and a big rise in the public sector borrowing requirement (PSBR) in the next two years. Page 18

Airlines after funding course

Boeing, the world's largest manufacturer of commercial aircraft, predicts airlines will turn to international capital markets to raise funds as traditional sources dry up. And international bankers expect a shift from bank loans and leases as airlines switch to the bond markets and more innovative financing. Page 19

Fears over equity-linked bonds

Big sums of equity-linked bonds launched in the international market in the late 1980s fall due for redemption this year and next. Normally the debt would be refinanced with new equity-linked bond issues. However, many issuers never expected to redeem the bonds, and the appetite of international investors for equity-linked paper is much less than when the bonds were issued. Page 19

Eurobond clearing houses agree

Cedel and Euroclear, the two Eurobond clearing houses, have agreed to exchange clearing information ending two years of dispute. The new "bridge" system, to come into force in October, will save about \$30m a year and increase efficiency. Page 18

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Many fund managers see hung parliament

By Terry Byland in London

UK FUND managers remain convinced the Conservatives will emerge as the strongest single party in the UK House of Commons after the general election, although a significant number now foresee a hung parliament, according to the latest survey by Smith New Court, the UK securities house, and the Gaffey polling organisation.

Managers are optimistic about domestic interest rates and inflation but slightly less bullish on UK equities than when last polled. A balance of 30 per cent of managers intend to reduce holdings in US equities, seen in London as overvalued at current levels on the Dow Jones Industrial Average.

For this week's budget speech from Mr Norman Lamont, the UK chancellor of the exchequer, the 101 institutions surveyed, which handle funds worth £523bn (£920bn), are in broad agreement. An overall net tax reduction of around £5bn, including a 1p cut in basic rate income tax, accords with the general view in the City of London.

However, many managers reiterated alarm signals last week in the bond and currency markets over the outlook for the Public Sector Borrowing Requirement (PSBR). The consensus is that the chancellor will on Tuesday announce a PSBR of £22bn for 1992-1993. But 5 per cent of those surveyed fear a PSBR estimate of £30bn or more.

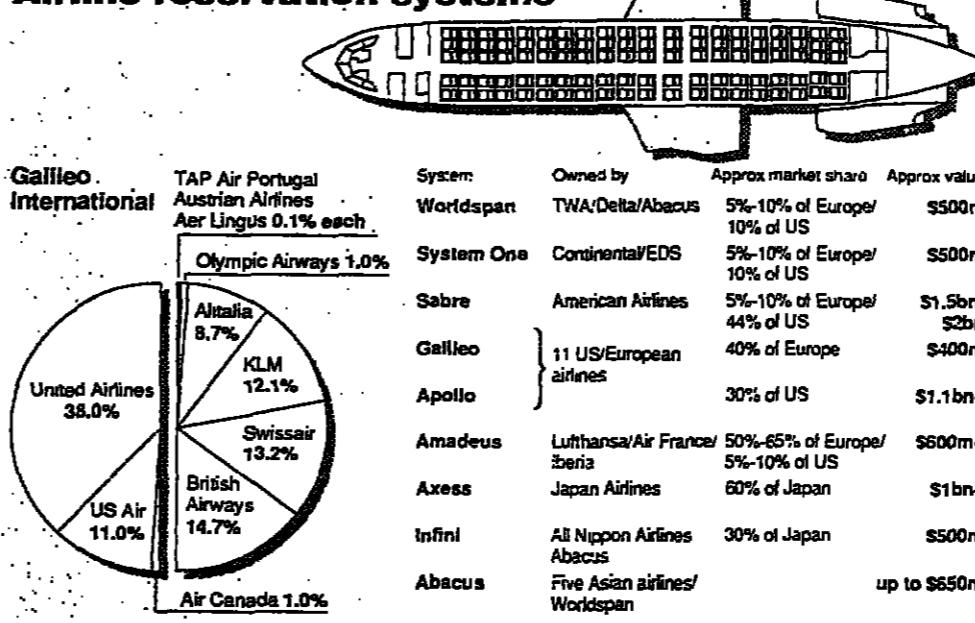
Increasing concern over the outlook for US equities displayed in the survey was counterbalanced by enthusiasm towards continental European equity markets where 38 per cent of managers plan to increase their holdings. While optimism on UK equities remained positive, the net 10 per cent of managers taking the bullion view had fallen from a net 17 per cent in January.

On longer-term prospects, 75 per cent of the survey was bullish on the outlook for UK market over the next 12 months, while for Japan, the balance on the positive side was 73 per cent and for Europe 49 per cent. A balance of 5 per cent is bearish for the UK equity markets for the year ahead.

UK optimism is based on expectations that the economic background will improve this year. Managers believe that in 12 months' time base rates will be down to 5.2 per cent from the present 10.5 per cent, while yields on 15-year high coupon government bonds will have fallen to 8.9 per cent.

Daniel Green on the merger of Apollo and Galileo Airline ticket shops bridge the Atlantic

Airline reservation systems



cess and failure is fine. American Airlines, one of the top two in the US, says that one extra passenger on every flight would add \$14m to revenues and almost that much to profits. Last year was one of the worst years in its, and the industry's, history. American was about two passengers a flight short of profitability.

The CRS is the way into controlling passenger flows and will become more important with passenger growth," says Mr Richard Phillips, airline analyst with UBS Phillips & Drew in London.

Such control is not cheap. Amadeus is spent \$80m establishing itself, much of it on software.

Sabre is the second biggest CRS and Galileo is the other European CRS. Their merger is not as dramatic as airlines themselves had merged. But the driving force that created Galileo — globalisation of the industry — has also pushed carriers on both sides of the Atlantic to take stakes in each other and hold unsuccessful merged talks.

Perhaps most importantly, airline involvement in a CRS could allow them to make more money from each aircraft seat. The airlines call it inventory control.

Almost 30 different fares are sold on each transatlantic Boeing 747. Airlines struggle daily to cut prices enough to sell seats but keep them high enough to make money. They must be prepared to switch wide-bodied jets quickly to new routes if demand rises and decide when to offer upgrades.

"Airlines can maximise their revenue streams by inventory control. It's indispensable," says Mr Kevin Murphy, an airline analyst with Morgan Stanley in New York.

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COMPANIES AND FINANCE

Bank may have left SE in dark over Blue Arrow

By Richard Gourlay

THE BANK of England may have withheld crucial information about County NatWest's role in the failed Blue Arrow rights issue from Stock Exchange officials in late 1987, according to Mr Robert Wilkinson, a former stock exchange director of surveillance.

Mr Wilkinson's remarks, in a Channel Four programme by Fulcrum Productions, will fuel debate about the Bank's dual roles of promoting and policing the City.

The programme, due to be screened on Thursday, suggests that the Bank left the Stock Exchange with County NatWest's holding of Blue Arrow shares after shareholders only took up their rights to 38 per cent of the shares on offer.

Four City financial advisers were last month convicted of conspiracy to defraud over their handling of the £37m rights issue for the employment agency. After the offer closed County NatWest and other institutions bought extra

shares to make it appear that the issue had been less under-subscribed.

When the stock market crashed in 1987, Stock Exchange officials were aware that County had a large exposure to a big listed company.

The Bank had already been told County was looking at a £40m loss on this interest.

But the Bank would not reveal to Mr Wilkinson the identity of the company in which County had its large stake. This was, according to Mr Wilkinson, "for reasons of banking secrecy".

County had told the Bank that it had taken on the unwanted Blue Arrow shares the day after the rights issue flopped on 28 September 1987, according to the programme.

Conspiracy charges are outstanding against four other individuals involved in the rights issue. The SFO is expected to announce shortly whether it will proceed with a second Blue Arrow trial.

Cadbury SA expands by 33.5%

By Philip Gawith in Johannesburg.

CADBURY Schweppes South Africa, part of the UK confectionery, food and soft drinks group, reported a 33.5 per cent increase in earnings in 1991 despite the poor performance of the national economy.

Turnover rose 13.4 per cent to R610m, while operating profit went up by 23.6 per cent to R60.6m.

Attributable income was

higher at R46.8m (R35.1m).

Mr Peter Bestett, managing director, said that there was a marginal fall in sales volumes, but benefits from rationalisation and integration of Chapelat-Humphries, the sugar confectionery business acquired in 1988, and improved internal efficiencies and a better product mix had contributed to the improved operating

performance.

The remaining 17.5 per cent minority holding in Chapelat was bought for R19.4m, effective April 1992.

Benefits from the Chapelat-Humphries acquisition allowed Cadbury's to record considerably higher operating profits despite difficult trading conditions and some labour difficulties.

Dividends shown per share not except where otherwise stated. *Equivalent after allowing for scrip issue. **On capital increased by rights and/or acquisition issues. \$USM stock. *US cents. **For 11 months.

DIVIDENDS ANNOUNCED

	Current payment	Date of payment	Corres -	Total for	Total last
			dividend	year	year
Fleming More	£1.9	May 5	4.15	8.7	8.4
Latin Amer IT	0.5*	May 7	nil	0.5	nil
TV-am	10.2	May 8	10	14	14

Dividends shown per share not except where otherwise stated. *Equivalent after allowing for scrip issue. **On capital increased by rights and/or acquisition issues. \$USM stock. *US cents. **For 11 months.

Pacific Assets

Net asset value of the Pacific Assets Trust at January 31, 1992 was 258.31p basic per share against 186.83p, or 232.76p diluted up from 172.11p.

Net profit for the year was £329,000 (£478,000) for earnings per share of 1.79 (2.55p). There is a single final dividend of 1p, against 1.875p.

Restructuring leaves Yeoman with £137m loss

By Terry Byland

CLF YEOMAN, the Dublin-based asset finance company, returned profits of £15.28m (£6.8m) pre-tax for the 18 months to end-August 1991. That compared with profits of £58.46m for the year to February 28 1990.

A tax charge of £118.71m (credit £22.85m) and restructuring charges of £1125.55m, which were taken below the line as extraordinary items, left the company £137.17m in loss for the 18 months.

Along with the results the company gave further details of the sale of CLF Holdings, its troubled UK ticket leasing subsidiary. The offshoot was disposed of "for a nominal amount" as part of a planned restructuring of the CLF Yeoman group which the board proposes should be renamed Yeoman International.

Yeoman is involved in litigation arising from the acquisition of CLF but has reached agreement with its syndicate banks on the chief points involved in restructuring the £39m debt which helped fund the purchase of CLF.

For most companies, the system works perfectly: ACT is paid on dividends, then

A plea that could put an end to an 'unfair tax'

Peter Martin on a nagging worry for companies with an international flavour

SOMEWHERE in the Chancellor's in-tray is a heartfelt plea from some of Britain's biggest companies that tomorrow's Budget will end what they see as an unfair tax penalty for internationally minded firms.

Advance Corporation Tax is a central part of UK corporate taxation. For the most part, it works smoothly – and there are few complaints. But for those companies with big overseas operations, it is a nagging worry.

Agri-based finance directors say it is starting to affect the way companies run their businesses, driving them into moving research and development centres abroad, or making UK acquisitions, they would otherwise not have considered.

The problem starts with a highly desirable feature of the UK tax system – shareholders are taxed only once on income from investments. Before distributing dividends, companies deduct ACT from the tax, setting the "minimum tax". If payable, at a higher level.

Big British companies have become increasingly international, deriving ever-larger portions of profits from abroad. The recession, which has hurt UK operations disproportionately badly, has further increased this effect.

Corporation tax rates have been cut sharply, to levels below those of most other countries. This is a good thing – but it means overseas taxes reclaimable against UK tax bills may well wipe out all of a

deducted from mainstream corporation tax so that the income that flows through taxpayers is taxed only once.

One side effect of the system is that for any company that pays no mainstream corporation tax but still pays dividends, ACT acts as a minimum of minimum tax. No bad thing, thought parliament at the time.

Since then, this occasional development has become much more common. For three reasons:

• UK dividends have risen faster than profits in recent years. Industrial companies paid out over half their earnings as dividends in 1991. A higher dividend payment raises the relative importance of ACT vis-à-vis mainstream corporation tax, setting the "minimum tax".

• Big British companies have become increasingly international, deriving ever-larger portions of profits from abroad. The recession, which has hurt UK operations disproportionately badly, has further increased this effect.

• Corporation tax rates have been cut sharply, to levels below those of most other countries. This is a good thing – but it means overseas taxes reclaimable against UK tax bills may well wipe out all of a

company's liability for mainstream corporation tax, leaving them with nothing to claim back ACT against.

So ACT acts as a minimum tax on dividends, on top of those overseas taxes they cannot reclaim.

Tax charges for big UK companies have been rising sharply as a result. GKN, recently reported, paid 43 per cent of its profits in tax – up from 35 per cent the year before; the effective tax rates for other big motor component-makers could be as high as 70 per cent, analysts say.

A recent study commissioned by the 100 Group of big-company finance directors estimated that each year UK companies pay £400m a year in "surplus" ACT – tax which cannot be reclaimed against mainstream corporation tax. That may even be an underestimate, according to government sources.

One obvious solution is for companies to reduce their dividends – but they say that this is simply unrealistic.

For us to reduce dividend payments there would have to be a significant change of heart by institutional investors," says Mr Roger Wood, group finance director of Wimpey.

Instead, they find other palliatives. One such – made possible by the transatlantic merger that formed SmithKline Beecham – is to have two types of equity so that overseas shareholders, at least, escape the ACT burden.

Another is to move costs abroad. Finance directors point to Pilkington's recent move abroad of research and administrative offices for its glass operations as a decision in which ACT considerations played a role.

A third solution might be to invest in the US rather than abroad. That might damage the business in the long term, however. "We are world leaders in constant-velocity joints," says Brian Walsh, GKN's finance director. "Our customers are world companies. They want to have their suppliers at their elbow. Given that, there is no way we can just be a UK manufacturer."

So finance directors lobby the Treasury. They would like small adjustments to the impact of ACT in the short term. In the longer term, they want bigger reforms. Suggestions include a new ACT-free "international holding company" status for those businesses that work mostly overseas.

Another idea is a liberalised market in surplus ACT so that

companies with lots of it could sell it on at a discount, to companies with remaining mainstream corporation tax against which to offset it. A third thought is to make ACT offsettable against all taxes – including those overseas.

The taxman is not sympathetic. One result of lower UK taxes is to make investing in the UK more attractive: the ACT effect is just one way in which that process takes place.

IS a system that subtly biases UK companies towards domestic investment necessarily a bad thing? Would companies really prefer to solve the ACT problem by moving back to a system where dividend income was taxed twice, as in the US? And why should UK taxpayers compensate shareholders of a small group of UK companies for the tax rates set by foreign governments?

Still, with the plight of UK companies much in evidence this year, finance directors have not lost hope. They would like a short-term easing of the system; they would settle for a promise of a longer term review of the issue.

Because the problem is so complex, however, and affects such a relatively small number of companies, they may get neither.

CROSS BORDER M&A DEALS

BIDDER/INVESTOR	TARGET	SECTOR	VALUE	COMMENT
Alcatel-Alsthom (France)	Alcatel (US/France)	Telecoms	£2bn	ITT sells last 30%
Calcestruzzi (Italy)	Heracles General Cement	Cement	£330m	Only firm bid
AT&T (US)	Datalid (France)	Prof Services	£48m	Friendly public offer
Meggitt (UK)	Endevco Corp (US)	Electronic components	£32m	Buy from Allied Signal
IVAX Corp (US)	Unit of Smith & Nephew (UK)	Pharmaceuticals	£11m	Needs ok from regulators
Intrum Justitia (UK)	Eureca (France)	Debt Collecting	£8m	Creating Europe wide business
Powell Duffryn (UK)	Peabody Engineering Corp	Engineering	£4.5m	Cash deal
Sega Enterprises (Japan)	WDK (France)	Computer services	£1m	European market move
Unigro (Holland)	Greca Asturias (Spain)	Retailing	n/a	Unigro's 3rd Spanish buy
ABN Amro (Holland)	CME (Spain)	Stockbroking	n/a	ABN taking 80%

Source: FT Mergers + Acquisitions International

Heavy provisions cut Britannia profit to £64m

By David Barchard

BAD LOANS forced Britannia, the tenth largest building society, to make the heaviest provisions in its history against possible losses during 1991.

Provisions were up from £7.3m in 1990 to £33.7m last year, driving the society's pre-tax profits down by 13 per cent from £23.6m to £54m.

Total group assets rose by 15 per cent in 1991 to £8.5bn (£7.45bn).

Britannia's savings business rose by 21.6 per cent during the year to £534.9m compared with £486.5m and the society's assets grew by a further £17.5m as a result of its merger with the Mornington Building Society.

During August, the society

temporarily withdrew from the commercial mortgage market.

Before provisions, Britannia's profits were up by 20.7 per cent and Mr Michael Shaw, managing director, said that it had made significant progress in a severely depressed market, and improved its market share on both sides of its business.

Britannia Life, the small life assurance and investment company which Britannia bought and demutualised two years ago, was said to have returned excellent results and made a better contribution to profits.

In August 1991, it bought Crusader Insurance and increased its funds under management to £1.3bn.

Gencor Limited

(Incorporated in the Republic of South Africa)
(Registration number 01/01/33206)
("Gencor")

RESULTS OF RIGHTS OFFERS

Senbank is authorised to announce that:

1. Gencor shareholders and/or their renouncees had applied for 195,572,776 new Gencor ordinary shares at 1.000 cents per share when the rights offer of 199,949,913 new Gencor ordinary shares closed at 14:30 on Friday, 28 February 1992. Applications represent 97.8% of the ordinary shareholders' entitlement. The remaining 4,377,737 new Gencor ordinary shares will be taken up by the underwriter.
2. Gencor Behrend shareholders and/or their renouncees had applied for 126,835,261 new Gencor Behrend ordinary shares at 900 cents per share when the rights offer of 127,196,060 new Gencor Behrend ordinary shares closed at 14:30 on Friday, 28 February 1992. Applications represent 99.8% of the ordinary shareholders' entitlement. The remaining 310,799 new Gencor Behrend ordinary shares will be taken up by the underwriter.

Ordinary share certificates will be posted later today.

JOHANNESBURG
9 March 1992

Merchant bank

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A division of Barorp Limited
Registration number 54-015397/06
Registered Bank

REPUBLIC OF SOUTH AFRICA:
Martin & Co. Inc.
Ed. Herd, Rudolph Inc.
Ivor Jones, Roy & Co. Inc.

UNITED KINGDOM:
Smith New Court Corporate Finance Limited

NOTICE TO THE HOLDERS OF

Daiwa Danchi Co., Ltd.

(the "Company")

Bearer Warrants to subscribe for shares of common stock of the Company (the "Shares") issued with U.S.\$100,000,000 1 1/2% per cent. Guaranteed Bonds 1992

ADJUSTMENT OF SUBSCRIPTION PRICE

Notice is hereby given that as a result of the issuance of DM150,000,000 4 1/2% per cent. Bonds 1992 (1996) with Warrants by the Company on 20th February, 1992 with the initial Subscription Price per Share of £872 determined on 13th February, 1992 being less than the current market price of £1,175.10 per Share for the captioned Warrants as at that date, the Company adjusted the Subscription Price of the captioned Warrants as follows:

- 1) Subscription Price before

UK GIILS

Political jitters prompt sell-off

SOMETHING had to give – and it did. After two months of highly respectable price rises, the gilt market last week went into reverse on fears about a poor showing for the Tories in the general election and a big rise in the public sector borrowing requirement (PSBR) in the next few years.

With all eyes focused on tomorrow's Budget, gilt investors suffered an attack of nerves, with buying pressure extremely subdued and many interested in swapping out of UK bonds and into those issued by other governments.

As a result, prices of some types of gilt fell by as much as 2 points over the week. There was a consequent increase in yields.

Mr Norman Lamont, the chancellor, is widely expected in his Budget to inject up to £4bn into the economy, partly through tax cuts, in a bid to revive the flagging economy and cheer up voters ahead of the election.

While this might in theory be good for the Conservatives' re-election chances, a move of this kind is also likely to push up sharply the PSBR. That worries many in the gilt market, both because it could kick off a spell of inflationary pres-

sures and also because a large amount of borrowing would feed through to large, price-depressing gilt issues over the next year or so.

Such fears triggered a gilt sell-off, led by overseas investors. The Treasury 9 per cent bond maturing in 2003 fell from 99 at the beginning of the week to 97 1/4 on Friday night, for a yield of 9.34 per cent.

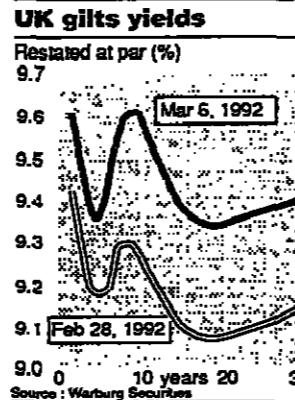
The shorter-dated 10 per cent Treasury bond due in 1994 fell by a similar amount, from 101 1/2 to 100 1/2, yielding 9.55 per cent.

Many observers believe that the PSBR will rise from about £12bn in 1991-92 to roughly £25bn in 1993-94. It could go up to £35bn in 1993-94, according to some projections. Many economists are not comfortable about such figures, particularly in the context of the Budget.

Mr John Sheppard, an economist at Warburg Securities, says: "A tax give-away when the public sector is swinging into deficit is causing some concern in the gilt market."

Others are more relaxed. Mr Roger Bootle, chief UK economist at Greenwell Montagu, says: "While I would want to keep the PSBR under close

scrutiny, a rising deficit is



Source: Warburg Securities

acceptable at a time when the UK is still in serious recession."

Mr Malcolm Roberts, a bond specialist at UBS Phillips & Drew follows a similar line. He expects the Treasury to have little trouble finding gilt buyers over the next year or so, even if gilt issues rise steeply, as many in the market expect. Some reckon issues could run to £30bn in 1992-93, roughly twice the level this year.

Mr Roberts says: "The markets take the view that there is plenty of time for the deficits to come down again later in

the decade, after the economy has picked up."

However, in the frenetic atmosphere of the election, such calm, long-term considerations do not count for very much in the gilt market. One of the big talking points is the poor showing by the Tories in recent opinion polls.

Many gilt practitioners view a Labour government as likely to kick off a still bigger borrowing spree and run into problems in keeping sterling steady within the European exchange rate mechanism – both developments being negative for the gilt market. Hence if the lacklustre results for the Conservatives from the polls continue, gilts may continue to slide.

It was all different at the end of last year, with a strong demand for gilts from UK institutions and also, as figures from the Central Statistical Office last week showed, from overseas investors.

An analysis of capital flows into the UK in the fourth quarter indicated that overseas investors bought £1.2bn of gilts in the final three months, after £540m in the third quarter.

Peter Marsh

SPANISH BONDS

Madrid dealers fall for Maastricht factor

THE European Community's Maastricht summit last December motivates Spanish government bond traders and buyers every bit as much as it does those who walk the Brussels corridors of power. Those who shuffle policy papers around Eurocrat departments and those who in Madrid dealing rooms cradle telephones and stare at VDU screens share an enthusiasm for convergence.

Madrid bond dealers unsurprisingly call it the Maastricht factor and they love it. The factor has ensured attractive yields for the foreseeable future. The bond market is looking very good, they say, and there is nothing to suggest it will lose its looks.

Convergence is Maastricht's buzz word, and at the summit Spain committed itself to narrowing the interest rate differential that sets it apart from its northern European neighbours in order to make a

soft landing in the first-tier group of EC members that will form Economic and Monetary Union (EMU).

Euro-enthusiasts may talk about binding the EC together and Spanish government policy makers, obsessive about the value of EMU, are the chief cheerleaders in the convergence fan club. Spanish bond market watchers, who have taken convergence fully on board, know that such excitement means lowered interest rates and improved yields.

Currently, the 10-year 11.30 coupon is yielding around 10.67; the five-year 11.60 is yielding 10.34; and the yield on the three-year 11.80 coupon is 11.41. Traders are monitoring a switch into the newer bonds, and they see that foreign buyers have clearly understood Spain's determination to meet the convergence criteria.

One startling implication is that the pesetas, which is cur-

rently up in the skies as the setting currency of the European Monetary System's exchange rate mechanism (ERM), must buckle down to adjust from its present 6 per cent band in the mechanism to one of 2.5 per cent.

Spain has until the end of 1993 to do so but already there is talk that the switch may take place in the second semester of this year in conjunction with the pound, the ERM's float currency. A depreciation of the peseta is inevitable this year. The likelihood is that it will be a controlled depreciation geared to avoid panic among foreign investors.

Bullishness over an interest rate cut is fuelled by the particular strength of the peseta which last week was stretching near to snapping its 6 per cent margin against the pound. Nobody imagines the British interest rates going up to narrow the gap; everybody expects

Spanish rates to go down to ease the pressure.

That is exactly what happened on February 25 when the Bank of Spain introduced a 25 basis-point cut to bring its intervention rate down to 12.40. It did so as much as a favour to the pound as in preparation for convergence.

Mr Carlos Solchaga, economy minister, said there was a need to favour "a more balanced situation" in the ERM. Another cut, one of 10 to 15 basis points, is on the cards in the coming weeks for exactly the same reasons. In expectation of this development, what the market has uppermost in its mind is that Mr Solchaga has said that interest rates could fall by up to 1 percentage point this year if the inflation rate performed well and if salary increases were moderate.

Tom Burns

This announcement appears as a matter of record only.

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NOTICE TO HOLDERS OF



Japan Aviation Electronics Industry, Limited
US\$40,000,000 3% Convertible Bonds 2000

Pursuant to the Terms and Conditions of the above Bonds notice is hereby given that effective from 16th March, 1992 The Industrial Bank of Japan, London Branch (one of the Paying Agents) is changing its address to:

Bracken House, One Friday Street, London EC4M 9JA

The Sumitomo Bank, Limited
(Principal Paying and Conversion Agent)

Bank of Tokyo (Curaçao) Holding N.V.

Lire 50,000,000,000

10 1/4 per cent. Guaranteed Notes due 1992

Notice is hereby given to the Bondholders, that the Bank of Tokyo, Ltd, London, acting as a Paying Agent of the above-mentioned Notes, will be relocating to new premises with effect from Monday 9th March, 1992

New address: The Bank of Tokyo, Ltd,
Finsbury Circus House,
12-15 Finsbury Circus
London EC2M 7BT, England

Bank of Tokyo (Curaçao) Holding N.V.

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US MONEY AND CREDIT

Focus swings to pace of recovery

FORGET the bad news. Cast off the sackcloth and ashes. Start worrying instead about the speed of the economic recovery.

Analysts who barely one month ago were predicting that another interest rate cut was on the cards, have turned instead to fretting about the pace of any upturn.

Many gilt practitioners view a Labour government as likely to kick off a still bigger borrowing spree and run into problems in keeping sterling steady within the European exchange rate mechanism – both developments being negative for the gilt market. Hence if the lacklustre results for the Conservatives from the polls continue, gilts may continue to slide.

It is now most appropriate to focus on the growing indications of a re-acceleration of economic activity, the likelihood that inflation will remain at 4 per cent or higher, and the likelihood that large budget deficits will pressure the capital markets over the balance of the decade.

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"It is now most appropriate to focus on the growing indications of a re-acceleration of economic activity, the likelihood that inflation will remain at 4 per cent or higher, and the likelihood that large budget deficits will pressure the capital markets over the balance of the decade," suggested Donaldson, Lufkin & Jenrette, in a circular to clients last week.

"There is increasing evidence . . . that the economy is poised for at least a modest growth rebound in the second quarter," said Mr David Hale at Kemper Financial Services.

The steady stream of economic news last week appeared to support such optimism, causing the yield on the benchmark 30-year long bond to reach 7.92 per cent by late Friday afternoon, compared with 7.79 per cent a week earlier. This defensive tone, moreover, was evident throughout most of the week's trading sessions. Only on Wednesday did prices firm slightly as investors worried about the unemployment data due to be released on Friday, and then again on Friday afternoon as that news was digested.

In fact, the unemployment

US MONEY MARKET RATES (%)					
	Last Fri	1 week ago	4 wks ago	12 month ago	12 month low
Fed Funds (entity average)	1.50	1.49	1.42	11.00	2.00
Three-month Treasury Bills	4.12	4.02	3.82	3.76	3.50
Three-month CD's	4.20	4.12	3.99	7.70	3.50
Three-month Eurodollar	4.27	4.12	3.97	4.01	3.50
90-day Commercial Paper	4.30	4.15	3.92	7.02	3.62

US BOND PRICES AND YIELDS (%)					
	Last Fri	Change pt	Yield	1 week ago	4 wks ago
2-year Treasury	95.4	-1.4	7.15	6.91	6.77
10-year Treasury	100.4	-1.4	7.47	7.25	7.77
30-year Treasury	100.4	-1.4	7.92	7.77	7.77

Source: Salomon Brothers (estimated). Money supply: in the week ended February 24, M1 rose by \$2.35bn to \$933.5bn. M2 fell by \$1.5bn to \$34,482.3bn

single-home sales that month. Whether any of this is likely to unleash inflationary forces remains a moot point, however. Many analysts are sanguine, suggesting that the annual rate will remain at around 3.5 per cent.

Maverick voices can be heard. DLJ, for example, argues that something over 4 per cent may be more likely. Analysts there note that the year-on-year inflation rate for the consumer price index, in food and fuel, has only dropped below 4 per cent once during the past decade.

Inflation trends will be one of the main focal points in the current week. On Friday, the February producer price index figures are due to arrive, with most analysts predicting a modest 0.2 per cent increase in the "core" and overall indices. This would follow a 0.3 per cent fall in the "non-core" rate in January, caused primarily by declining energy prices.

A day earlier, attention is likely to centre on the retail sales figures for the same month. Here, forecasts appear to be more widely spread – from a 0.6 per cent improvement or 0.8 per cent excluding cars, to as much as 0.9 per cent and 0.5 per cent had been anticipating a much smaller improvement.

On Tuesday, moreover, the NPMI data was supported by a sharp advance in the January index of leading economic indicators, and by a fairly healthy 12.9 per cent surge in

Nikki Tait

FT/ISMA INTERNATIONAL BOND SERVICE									
U.S. DOLLAR STRAIGHTS	100	101	102	103	104	105	106	107	108
ABBY NATIONAL 5 1/4% 94	200	194	192	190	188	186	184	182	180
ABY 9 1/8									

INTERNATIONAL CAPITAL MARKETS

SYNDICATED LOANS

Airlines face switch in source of finance

AIRLINES, faced with the drying-up of their traditional sources of financing, will be forced to find new sources of funding in order to cover the enormous cost of expanding and upgrading aircraft fleets.

Boeing, the world's largest manufacturer of commercial aircraft, last week predicted that airlines would have to turn to the international capital markets in order to raise the necessary funds, given that they will require \$87bn of new aircraft over the next 20 years.

This view is echoed by international bankers who believe there may be a shift away from bank loans and leases as airlines turn to the bond markets for more innovative forms of financing.

The problem for the airlines is that Japan, which during the 1980s was an important source of aircraft financing - both through loans and leases - is no longer such a willing supplier.

The Japanese banks, which were once so keen to lend to airlines, are now reluctant to participate because of concern about the international capital adequacy requirements agreed by the Basle committee.

As one financing expert points out: "Japanese banks are only interested in lending to the good flight companies, and are not at all interested in lending to the weaker names."

At the same time, as the Japanese banks are picking their borrowers more carefully, the supply of leveraged lease deals from Japan is drying up. With a finance lease, a group of investors buys the aircraft and then leases it out to the airline. Such deals were particularly

Sara Webb

EUROMARKET TURNOVER (\$m)					
	Primary Market: US \$	Non-S	Secondary Market: US \$	Non-S	
Fixed income bonds					
Eurobonds	1,851	2,488.1	20,055.6	46,040.8	
Other straight	0.0	375.8	882.2	104,443.6	
Convertible	0.0	145.8	1,045.4		
Money market instr					
CD's	255.4	222.8	1,200.5	3,095.6	
Short & MT Notes	671.7	101.2	1,380.2	558.5	
Warrants	14,469.1	5,305.8	8,838.0	10,288.0	
Equities	2.2	0.0	807.8	301.2	
Total	17,209.9	9,219.1	28,025.6	1,044.0	
Credit	1,000	1,000	1,000	1,000	Total
USS	27,295.4	43,780.1	71,455.8		
Other	62,284.5	117,385.9	160,280.5		
Week to March 5, 1992					

The Warrants and Equities figures are from Euroclear only

INTERNATIONAL BONDS

Refinancing fears arise over convertible paper

HUGE sums of equity-linked bonds launched in the international bond market in the late 1980s fall due for redemption this year and next.

Under normal circumstances the debt would simply be refinanced with new equity-linked bond issues. However, many of the issuers never expected to redeem the bonds, and the appetite of international investors for equity-linked paper is much less than when the bonds were issued.

For example, companies which issued convertible bonds in the late 1980s expected that debt would be converted into equity well before the redemption date. However, equity prices remained soft and conversion never took place.

Similarly, companies which issued warrant bond issues against a background of a booming equity market have found the warrants were never exercised and the debt must now be refinanced on less attractive terms.

Equity-linked finance was a

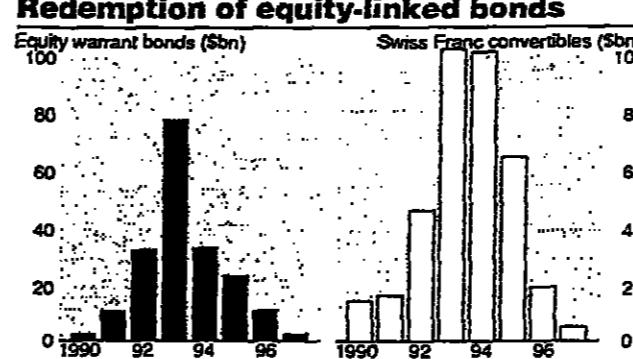
source of cheap funding for many companies. Many Swiss franc convertible bond issues launched in the late 1980s carry no interest payments. Investors were willing to buy the bonds as an investment linked to the equity market.

Japanese companies were the greatest exponents of equity-linked finance in the Eurobond market. In 1989 \$65bn of warrant bond issues were launched in the international market, the vast majority by Japanese companies.

Securitised firms became rich on the proceeds. On standard Euromarket fees of 2% per cent, the volume of new issuance in 1989 alone would have netted \$1.45bn of fee income. In addition, the majority of the issues traded up from issue underwriters.

Some \$32bn equivalent equity warrant bonds fall due for redemption this year alone, rising to \$75bn in 1993. Around \$4.5bn of Swiss franc convertible bond issues fall due this

Redemption of equity-linked bonds



year, rising to over \$10bn in both 1992 and 1994.

These figures give only a rough guide to the amount of refinancing required. Some of the bonds have been called after the warrants were exercised, and others were converted into equity before the

Tokyo stock market collapsed in 1990. But Japanese equity prices have languished well

below the peak of the late 1980s, when most of the bonds were issued.

The Nikkei stock market index is now trading at around 21,000, similar to the levels seen in 1987 and well below the peak of 38,915 in early 1990.

This suggests that a large proportion of the outstanding bonds were never converted into equity and that warrants

Eurobond clearing houses in agreement

By Tracy Corrigan

CEDEL and Euroclear, the two Eurobond clearing houses, have agreed to exchange clearing information in a move that ends two years of dispute.

The new "bridge" system, to come into force in October, will save about \$30m a year and increase efficiency. A long test period needed because of the technical complexity of the change, which involves Cedel shifting to a system of overnight processing.

The agreement, signed in Paris on Friday, incorporates the concept of delivery versus payment, which Cedel had resisted until now.

In 1990, the two firms agreed to renegotiate their 1989 "bridge" agreement on the exchange of information, but until now have failed to resolve the problem.

Simon London

NEW INTERNATIONAL BOND ISSUES

Borrowers	Amount m.	Maturity	Av. life years	Coupon %	Price	Book runner	Offer yield %
US DOLLARS							
Austrian Sewer†	100	1995	4	5	100	Nomura Int.	9.00
Ebara Corp.(s)†	150	1995	4	5	100	Yamachii Int.(Europe)	8.00
Hip, Telegraph & Telephon†	250	1997	5	8½	101½	JP Morgan Secs.	6.50
Thailand Kingdom††	300	2002	10	8½	100	Salomon Bros.	8.47
Chiba Electric Power†	350	1996	4	7	100	UBS Phillips & Drew	7.00
Afri. Devt Bank†	300	2002	10	7½	99.74	SBC	7.91
IMI Bank Int.†	300	1997	5	7½	99.9	JP Morgan Secs.	7.68
Philips N.V.†	250	1997	5	7½	101.02	CSFB	7.10
Exim. Du Porte de Namur††	200	1992	10	8½	101.20	CSFB	7.78
Republic of Turkey†††	200	1997	5	8½	100	Barings Trust Int.	6.50
Japan Radio Co.†	150	1995	4	3	100	Nikko Europe	5.00
Taipei Prefab Constr.†	100	1996	4	3	100	Yamachii Int.	5.00
Ecua. R. de la Plata†††	100	1995	3	9½	98.54	Merrill Lynch	9.93
STERLING							
Republic of Finland†	250	1997	5	9½	99.14	SG Warburg Secs.	8.37
Cable & Wireless Int.†††	150	2002	10	10½	101.20	Salomon Brothers	10.78
Commercial Union††	100	2002	10	10½	100.88	Kleinwort Benson	10.61
ECUs							
Nissabon Industries††††	100	1996	4	4½	100	Nikko Europe	4.875
British Gas Int.††††	200	1994	2	9	101.075	SBC	6.394
French Francs							
Credit Foncier de France(d)††	400	2002	10	4	100	JP Morgan & Cie	4.00
Gas, Elec. Cap. Corp(e)††	300	1995	3	9½	100.97	CSFB	8.99
World Bank††	150	2000	8	8½	98.78	CCF	8.50
Hydro Quebec††	150	2002	10	9	100.845	Societe Generale	8.869
AUSTRALIAN DOLLARS							
Victorian Pub. Fin. Auth.††	200	2002	10	zero	35.80	Hambros Bank	10.018
D-MARKS							
Osaka Uoichiba(d)††	100	1996	4	4½	100	Nomura Bk GmbH	4.375
Salika Plastic(d)††	100	1996	4	4½	100	Yamachii Bk GmbH	4.375
Shimizu Corp(d)††††	100	1996	4	4½	100	CSFB (Tokyo Branch)	4.375
Shim. Highpol(d)††††	50	1996	4	4½	100	Deutsche Bk GmbH	4.375
Mitsui Corp(d)††††	40	1997	5	0	100.30	Deutsche Kyo. Bk	4.375
Daihatsu Corp††	50	1996	4	4½	100	Deutsche Bk GmbH	4.375
AB Splat††††	150	1997	5	8½	102.4	Merrill Lynch Bk AG	7.937

*Private placement. **Convertible 40% warrants. #Floating rate notes. \$#Variable rate note. (F) Floating rate note. a) Exercise premium fixed at 2.05%. Non-callable. b) Exercise premium fixed at 2.55%. Non-callable. c) Conversion premium fixed at 2.51%. Put option 31/3/94 at 107½% to 108½%. d) Warrant holder able to buy French 8½% 1995 Government Bonds. Exercise premium fixed at 2.57%. e) Floating rate note. f) Floating rate note. g) Floating rate note. h) Floating rate note. i) Floating rate note. j) Floating rate note. k) Floating rate note. l) Floating rate note. m) Matador issue. Nominal value \$100.000.000. Price \$100.000.000. Coupon payable semi-annually. l) Floating rate note existing 1990/1991. Price \$100.000.000. Coupon payable semi-annually. m) Floating rate note existing 1990/1991. Price \$100.000.000. Coupon payable semi-annually. n) Matador issue. Nominal value \$100.000.000. Price \$100.000.000. Coupon payable semi-annually. o) Floating rate note existing 1990/1991. Price \$100.000.000. Coupon payable semi-annually. p) Floating rate note existing 1990/1991. Price \$100.000.000. Coupon payable semi-annually. q) Floating rate note existing 1990/1991. Price \$100.000.000. Coupon payable semi-annually. Non-callable. r) Floating rate note existing 1990/1991. Price \$100.000.000. Coupon payable semi-annually. Non-callable. s) Floating rate note existing 1990/1991. Price \$100.000.000. Coupon payable semi-annually. Non-callable. t) Floating rate note existing 1990/1991. Price \$100.000.000. Coupon payable semi-annually. Non-callable. u) Floating rate note existing 1990/1991. Price \$100.000.000. Coupon payable semi-annually. Non-callable. v) Floating rate note existing 1990/1991. Price \$100.000.000. Coupon payable semi-annually. Non-callable. w) Floating rate note existing 1990/1991. Price \$100.000.000. Coupon payable semi-annually. Non-callable. x) Floating rate note existing 1990/1991. Price \$100.000.000. Coupon payable semi-annually. Non-callable. y) Floating rate note existing 1990/1991. Price \$100.000.000. Coupon payable semi-annually. Non-callable. z) Floating rate note existing 1990/1991. Price \$100.000.000. Coupon payable semi-annually. Non-callable. aa) Floating rate note existing 1990/1991. Price \$100.000.000. Coupon payable semi-annually. Non-callable. bb) Floating rate note existing 1990/1991. Price \$100.000.000. Coupon payable semi-annually. Non-callable. cc) Floating rate note existing 1990/1991. Price \$100.000.000. Coupon payable semi-annually. Non-callable. dd) Floating rate note existing 1990/1991. Price \$100.000.000. Coupon payable semi

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Mid Price	Offer Price	Yield	Cityline	Unit Name	Mid Price	Offer Price	Yield	Cityline	Mid Price	Offer Price	Yield	Cityline	Mid Price	Offer Price	Yield	Cityline	Mid Price	Offer Price	Yield	Cityline	
CMT Fund Managers (GMI)				ERC Trust Company Jersey Ltd					CMI Asset Management - Caen					Lloyds Bank Luxembourg				Global Asset Management - Dordt			
Critical Medical Health Fund Ltd	1.00	1.00		ERC Asset Management (Jersey) Ltd	1.00	1.00			SC City Inter Trading	1.12	1.12			NAV Mar -	1.1015	1.1015		Global Investors	1.1015	1.1015	
Gold Corp Portfolio	1.00	1.00		ERC Asset Management (Jersey) Ltd	1.00	1.00			German Fund	1.00	1.00			NAV Mar -	1.1473	1.1473		Global Pacific	1.1473	1.1473	
USA Fund	1.00	1.00		ERC Asset Management (Jersey) Ltd	1.00	1.00			Global Fund	1.00	1.00			NAV Mar -	1.0000	1.0000		Global Investors	1.0000	1.0000	
Japan Fund	1.00	1.00		ERC Asset Management (Jersey) Ltd	1.00	1.00			Global Fund	1.00	1.00			NAV Mar -	1.0000	1.0000		Global Investors	1.0000	1.0000	
Security & Law Int'l Fund Mgt Ltd				ERC Asset Management (Jersey) Ltd	1.00	1.00			Global Fund	1.00	1.00			NAV Mar -	1.0000	1.0000		Global Investors	1.0000	1.0000	
Victory Int'l Fund Mgt Ltd				ERC Asset Management (Jersey) Ltd	1.00	1.00			Global Fund	1.00	1.00			NAV Mar -	1.0000	1.0000		Global Investors	1.0000	1.0000	
Total Income Fund	1.00	1.00		ERC Asset Management (Jersey) Ltd	1.00	1.00			Global Fund	1.00	1.00			NAV Mar -	1.0000	1.0000		Global Investors	1.0000	1.0000	
US Fund	1.00	1.00		ERC Asset Management (Jersey) Ltd	1.00	1.00			Global Fund	1.00	1.00			NAV Mar -	1.0000	1.0000		Global Investors	1.0000	1.0000	
US Fund 2nd. Double	1.00	1.00		ERC Asset Management (Jersey) Ltd	1.00	1.00			Global Fund	1.00	1.00			NAV Mar -	1.0000	1.0000		Global Investors	1.0000	1.0000	
US Fund 3rd. Double	1.00	1.00		ERC Asset Management (Jersey) Ltd	1.00	1.00			Global Fund	1.00	1.00			NAV Mar -	1.0000	1.0000		Global Investors	1.0000	1.0000	
US Fund 4th. Double	1.00	1.00		ERC Asset Management (Jersey) Ltd	1.00	1.00			Global Fund	1.00	1.00			NAV Mar -	1.0000	1.0000		Global Investors	1.0000	1.0000	
US Fund 5th. Double	1.00	1.00		ERC Asset Management (Jersey) Ltd	1.00	1.00			Global Fund	1.00	1.00			NAV Mar -	1.0000	1.0000		Global Investors	1.0000	1.0000	
US Fund 6th. Double	1.00	1.00		ERC Asset Management (Jersey) Ltd	1.00	1.00			Global Fund	1.00	1.00			NAV Mar -	1.0000	1.0000		Global Investors	1.0000	1.0000	
US Fund 7th. Double	1.00	1.00		ERC Asset Management (Jersey) Ltd	1.00	1.00			Global Fund	1.00	1.00			NAV Mar -	1.0000	1.0000		Global Investors	1.0000	1.0000	
US Fund 8th. Double	1.00	1.00		ERC Asset Management (Jersey) Ltd	1.00	1.00			Global Fund	1.00	1.00			NAV Mar -	1.0000	1.0000		Global Investors	1.0000	1.0000	
US Fund 9th. Double	1.00	1.00		ERC Asset Management (Jersey) Ltd	1.00	1.00			Global Fund	1.00	1.00			NAV Mar -	1.0000	1.0000		Global Investors	1.0000	1.0000	
US Fund 10th. Double	1.00	1.00		ERC Asset Management (Jersey) Ltd	1.00	1.00			Global Fund	1.00	1.00			NAV Mar -	1.0000	1.0000		Global Investors	1.0000	1.0000	
US Fund 11th. Double	1.00	1.00		ERC Asset Management (Jersey) Ltd	1.00	1.00			Global Fund	1.00	1.00			NAV Mar -	1.0000	1.0000		Global Investors	1.0000	1.0000	
US Fund 12th. Double	1.00	1.00		ERC Asset Management (Jersey) Ltd	1.00	1.00			Global Fund	1.00	1.00			NAV Mar -	1.0000	1.0000		Global Investors	1.0000	1.0000	
US Fund 13th. Double	1.00	1.00		ERC Asset Management (Jersey) Ltd	1.00	1.00			Global Fund	1.00	1.00			NAV Mar -	1.0000	1.0000		Global Investors	1.0000	1.0000	
US Fund 14th. Double	1.00	1.00		ERC Asset Management (Jersey) Ltd	1.00	1.00			Global Fund	1.00	1.00			NAV Mar -	1.0000	1.0000		Global Investors	1.0000	1.0000	
US Fund 15th. Double	1.00	1.00		ERC Asset Management (Jersey) Ltd	1.00	1.00			Global Fund	1.00	1.00			NAV Mar -	1.0000	1.0000		Global Investors	1.0000	1.0000	
US Fund 16th. Double	1.00	1.00		ERC Asset Management (Jersey) Ltd	1.00	1.00			Global Fund	1.00	1.00			NAV Mar -	1.0000	1.0000		Global Investors	1.0000	1.0000	
US Fund 17th. Double	1.00	1.00		ERC Asset Management (Jersey) Ltd	1.00	1.00			Global Fund	1.00	1.00			NAV Mar -	1.0000	1.0000		Global Investors	1.0000	1.0000	
US Fund 18th. Double	1.00	1.00		ERC Asset Management (Jersey) Ltd	1.00	1.00			Global Fund	1.00	1.00			NAV Mar -	1.0000	1.0000		Global Investors	1.0000	1.0000	
US Fund 19th. Double	1.00	1.00		ERC Asset Management (Jersey) Ltd	1.00	1.00			Global Fund	1.00	1.00			NAV Mar -	1.0000	1.0000		Global Investors	1.0000	1.0000	
US Fund 20th. Double	1.00	1.00		ERC Asset Management (Jersey) Ltd	1.00	1.00			Global Fund	1.00	1.00			NAV Mar -	1.0000	1.0000		Global Investors	1.0000	1.0000	
US Fund 21st. Double	1.00	1.00		ERC Asset Management (Jersey) Ltd	1.00	1.00			Global Fund	1.00	1.00			NAV Mar -	1.0000	1.0000		Global Investors	1.0000	1.0000	
US Fund 22nd. Double	1.00	1.00		ERC Asset Management (Jersey) Ltd	1.00	1.00			Global Fund	1.00	1.00			NAV Mar -	1.0000	1.0000		Global Investors	1.0000	1.0000	
US Fund 23rd. Double	1.00	1.00		ERC Asset Management (Jersey) Ltd	1.00	1.00			Global Fund	1.00	1.00			NAV Mar -	1.0000	1.0000		Global Investors	1.0000	1.0000	
US Fund 24th. Double	1.00	1.00		ERC Asset Management (Jersey) Ltd	1.00	1.00			Global Fund	1.00	1.00			NAV Mar -	1.0000	1.0000		Global Investors	1.0000	1.0000	
US Fund 25th. Double	1.00	1.00		ERC Asset Management (Jersey) Ltd	1.00	1.00			Global Fund	1.00	1.00			NAV Mar -	1.0000	1.0000		Global Investors	1.0000	1.0000	
US Fund 26th. Double	1.00	1.00		ERC Asset Management (Jersey) Ltd	1.00	1.00			Global Fund	1.00	1.00			NAV Mar -	1.0000	1.0000		Global Investors	1.0000	1.0000	
US Fund 27th. Double	1.00	1.00		ERC Asset Management (Jersey) Ltd	1.00	1.00			Global Fund	1.00	1.00			NAV Mar -	1.0000	1.0000		Global Investors	1.0000	1.0000	
US Fund 28th. Double	1.00	1.00		ERC Asset Management (Jersey) Ltd	1.00	1.00			Global Fund	1.00	1.00			NAV Mar -	1.0000	1.0000		Global Investors	1.0000	1.0000	
US Fund 29th. Double	1.00	1.00		ERC Asset Management (Jersey) Ltd	1.00	1.00			Global Fund	1.00	1.00			NAV Mar -	1.0000	1.0000		Global Investors	1.0000	1.0000	
US Fund 30th. Double	1.00	1.00		ERC Asset Management (Jersey) Ltd	1.00	1.00			Global Fund	1.00	1.00			NAV Mar -	1.0000	1.0000		Global Investors	1.0000	1.0000	
US Fund 31st. Double	1.00	1.00		ERC Asset Management (Jersey) Ltd	1.00	1.00			Global Fund	1.00	1.00			NAV Mar -	1.0000	1.0000		Global Investors	1.0000	1.0000	
US Fund 32nd. Double	1.00	1.00		ERC Asset Management (Jersey) Ltd	1.00	1.00			Global Fund	1.00	1.00			NAV Mar -	1.0000	1.0000		Global Investors	1.0000	1.0000	
US Fund 33rd. Double	1.00	1.00																			

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MONDAY PROFILE

Musketeer who prefers obscurity

Philip Stephens on Mr Richard Ryder, the government chief whip

It appears on your television screen during the general election, it will be no more than a fleeting glimpse. He will be the heart of Prime Minister John Major's campaign, but outside his constituency you will neither see nor hear him pressing the case for a fourth Tory term.

Mr Richard Ryder is one of the most powerful figures in the Conservative party. Quite consciously he is, and intends to remain among the least well-known.

Mr Ryder is government chief whip. His role, simply, is that of party manager. He is the man charged with doing the prime minister's bidding at Westminster, the agent who ensures that the Tory troops are kept loyal in line; and the impresario for the government's "floor show" in the chamber of the House of Commons. He is all of that, and then more.

In his 15 months in the job – he was one of the Treasury mafia rewarded for his role in Mr Major's leadership bid – he has emerged as campaign strategist, prime ministerial confidant, and cabinet fixer-in-chief. If the Conservatives win, he could claim a prize Whitehall department. Mr Ryder wants, instead, to stay on as chief whip.

His politics and personality are a puzzle. For all his influence, there is only handful at Westminster that knows the man well or feels sure of his political outlook.

The son of a country squire, a friend says he fits the Boy's Own image of an English gentleman: "diffident and proper but shrewd and tough when it matters". He is courteous but unforgiving of disloyalty, self-deprecating but always determined to win.

The chief whip is both liked and feared by his charges on the backbenches, and respected by the team of a dozen junior whips. But ask one to pin a political label on Mr Ryder and the response is a vague circumlocution ending in the phrase: "Well, you know I'm not quite sure."

Mr Ryder does long ago not to wear his brand of Conservatism on his sleeve. Unusually in an age of pushy politicians, the adjectives most frequently applied to him are circumspect, discreet, tactful and taciturn.

It is a mistake, however, to think that he does not have views. At barely 43, he has been in politics for nearly two decades, working for six years in Mrs Margaret Thatcher's office before beginning a steady, if initially unspectacular

rise through the ministerial ranks after entering parliament in 1983.

A friend recalls Mr Ryder's bubbling enthusiasm before the 1983 general election, when he promised that, at last, Mrs Thatcher would lead a government that "changes things". A guest at a recent lunch said he was as interesting as any on the future of a different brand of Conservatism in the 1990s.

His outlook is unconventional. He has fused an upbringing in an insular, rural Suffolk with a deep enthusiasm for the distinctly less feudal culture of North America. The result is a political perspective not slotted easily into traditional Tory pigeonholes.

As the MP for Mid-Norfolk he has preserved his ties with East Anglia. Yet he is anti-establishment, disparaging the class-conscious England that others might argue has survived longer in part of the country than elsewhere.

A Cambridge historian, he does not blame socialism for Britain's long-term economic decline. Instead he traces it to the cultural snobbery which led 19th-century entrepreneurs to forsake industry for the quiet gentility of the country.

He combines his enthusiasm for the enterprise culture on the other side of the Atlantic with more conventionally English attitudes to social welfare. He dislikes intensely the residual racism in sections of the Conservative party. He has a habit of reminding those who assume the superiority of European over American culture of the millions who were slaughtered in Hitler's Germany.

A pragmatist rather than ideologue, his present role seems to him to be that of the backroom manager and tactician, the mediator, and, from time to time, the dictator.

The chief whip is at the political centre, brokering cabinet deals before selling them to the party at Westminster. But the slight figure with an almost schoolboyish appearance is never called from his privileged seat on the government front bench to speak at the Commons Despatch Box. As chief whip he can cite tradition when he politely declines requests for newspaper interviews.

His style is that of his political master. He is ready to listen carefully to the concerns of jittery MPs. But once his mind is made up, he demands absolute loyalty. As one charge puts it: "He has a light touch... most of the time. A senior colleague is less tactful:

Like most of life's natural "fixers" Mr Ryder puts a premium on organisation and on personal contact. His formal lines of communication are supplemented by a personal network of friends and agents. At weekends, he spends much of his time on the telephone.

He is the founder of the now famous "four musketeers", the small Downing Street group which has spent most of the past year planning Mr Major's election campaign.

It took time and energy. In spite of bouts of ill health he works ferociously hard. From a spacious but spartan room adjoining the member's lobby of the Commons and from the rather more grand surroundings of Number 12 Downing Street he typically works 15 hours or more a day. His private passions – modern painting, jazz and Ipswich football club – have been put temporarily on one side.

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